GOVDOC
M3/B14
CA
03/10

BOSTON PUBLIC LIBRARY
3 9999 06586 779 6

BOSTON PUBLIC

LIBRARY

Form No. 1374—5/75

GOVDOC
113/816
RA
03/10

Final Draft

RECEIVED
NOV 05 2003
BOSTON PUBLIC LIBRARY
GOVERNMENT DOCUMENTS DEPARTMENT

The Roxbury Strategic Master Plan: Building a 21st Century Community

in hrvy on this one.

Boston Redevelopment Authority

August 20, 2003

The Roxbury Strategic Master Plan
Building a 21st Century Community

Table of Contents

FOREWORD 4

I. FOUNDATIONS OF THE PLAN 5
- Principles and Values 5
- Overall Goals and Objectives 6

II. THE ROXBURY NEIGHBORHOOD 8
- Roxbury's Boundaries 7
- Sub-Neighborhoods 8
- Early History 8
- Social and Economic Profile 9
- Community Assets 10

III. PLANNING GOALS AND STRATEGIES 14
- Arts & Cultural Heritage 15
- Open Space & Recreation 18
- Historic Preservation 21
- Economic Development & Job Creation 24
- Transportation 34
  - Transportation as Smart Growth 34
  - Transportation as Economic Development 46
- Housing 49
  - Maintenance and expansion of affordable housing 50
  - Strategies for increasing individual and cooperative homeownership rates 53
  - Designing and planning of innovative housing 55
  - Maintaining the quality of public housing 56
- Community-Wide Urban Design Recommendations 58
- The Crosstown Corridor: A Focus Area 66
  - Crosstown Corridor Principles 67
  - Parcel Development Program 67
  - General Crosstown Urban Design Guidelines 68
  - Site Specific Crosstown Urban Design Guidelines 70
  - Parcel P-3 73

IV. IMPLEMENTATION AND GOVERNANCE 77

V. ACKNOWLEDGEMENTS 81

Appendix A: Landmarks
Appendix B: Select Bibliography for Roxbury History and Politics
Appendix C: Towards Economic Development of Roxbury
Appendix D: Memorandum of Agreement
Appendix E: Contextual Development Plan for Jackson Square Executive Summary

Please Note: The following documents can be obtained at the BRA, 9th floor, Boston City Hall. Contact Person: Ines Soto 918.4434.

A. Text Amendment #152, City of Boston Zoning Code, Article 50, Roxbury Neighborhood District Zoning, is available online at www.cityofboston.gov/bra/PDF/ZoningCode/Article50.pdf or can be obtained at the BRA, 9th floor, Boston City Hall.

B. Article 80 of the Boston Zoning Code

C. Roxbury Vision Study, April 12, 1989

D. Roxbury Neighborhood Plan, November 27, 1990

E. South End/Lower Roxbury Development Policy Plan, January 1994

F. Crosstown Enigma or Economic Engine published by SNAP, November 1998

G. Conciliation Agreement between South End/ Lower Roxbury Housing & Planning Coalition, the BRA, City of Boston and the U.S. Department of Housing and Urban Development, January 16, 2001

FOREWORD

The Roxbury Strategic Master Plan represents a commitment to build a socially and economically vibrant Roxbury. The Plan outlines a planning agenda that will serve as a strategic framework to guide change and economic growth for the next ten to twenty years. While the Plan is primarily about land use, it recognizes the direct relationship between land use decisions and quality of life. It builds upon Roxbury's considerable assets to provide a high quality physical environment that is attractive, safe and convenient for residents, businesses and visitors. It is a plan that values and promotes education and job readiness at all levels and gives residents choices in how they participate in the civic, cultural and economic life of the community. In response to the need for sustainable development and environmental justice this plan links businesses, community organizations, and other sectors with the well being of residents.

The Plan acknowledges and values the youth of Roxbury and seeks to put in place an environment in which to grow and learn, that will prepare them to meet the changes and challenges of the 21st century workplace and become proactive participants in the civic life of the city.

The publication of this Plan is a beginning of an ongoing planning process for Roxbury. It is designed to be adaptable to respond to unforeseen challenges and opportunities. The Plan is framed by the community's articulation of a set of **core values and principles** established to guide the community planning process. The Plan provides structure and guidance to current and future development efforts. It includes achievable standards and implementation strategies that will facilitate the development of thriving neighborhood commercial centers, provide for a variety of housing types, foster diversity in its resident population, and support an efficient and effective transportation network, resulting in an affordable and improved quality of life for current and future residents.

{Insert photo 1}

3

Photo 1.

I. FOUNDATIONS OF THE PLAN

Principles and Values

The following core principles and values frame the Roxbury Strategic Master Plan. These principles and values reflect Roxbury's integral relationship with the rest of the city and the metropolitan area and the neighborhood's potential as a model for other Boston neighborhoods in its racial and ethnic diversity.
{Insert map 1}
The Roxbury Strategic Master Plan recognizes the neighborhood's enormous potential resources and assets, including:

- Its prime location in the city and the region
- The substantial amount of open space and underutilized land
- The diverse and substantial housing stock
- The youth and their potential contributions
- The elderly and their knowledge and experience
- The history and lessons of struggles aimed at improving living conditions in this neighborhood
- The history of racial and ethnic diversity
- The many community-based organizations and the interest and commitment of the residents to the neighborhood.

The Roxbury Strategic Master Plan proposes activities and institutional relationships that enhance opportunities for youth to become involved in the civic life of the community.

The Roxbury Strategic Master Plan identifies institutional and programmatic linkages between economic development, housing and transportation.

The Roxbury Strategic Master Plan can help to increase residential stability by developing institutional, programmatic and social connections between

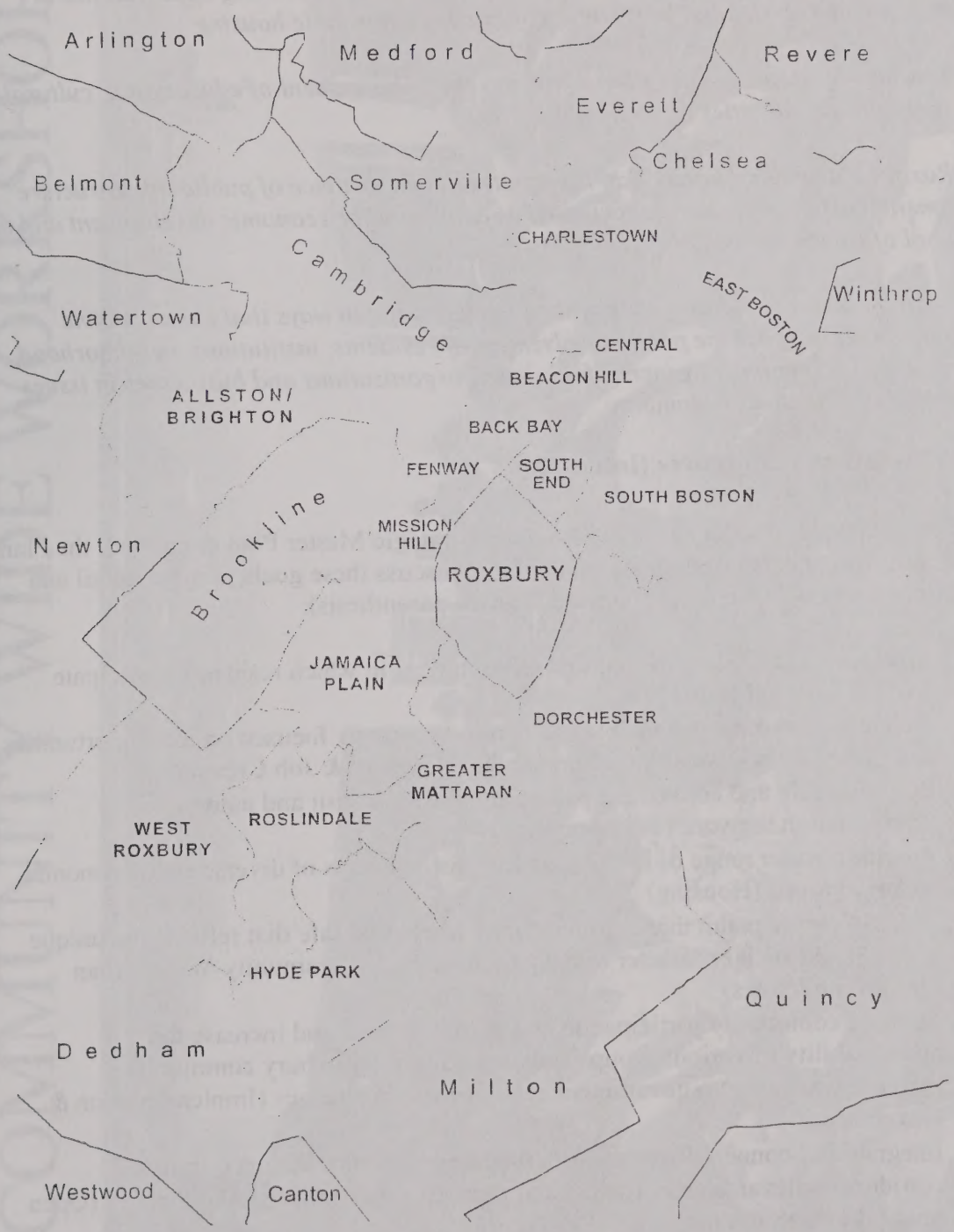
- People and organizations within and outside the neighborhood
- Youth and elderly
- Roxbury and the city
- Roxbury and the region

The Roxbury Strategic Master Plan identifies institutional, programmatic and policy mechanisms to generate and keep wealth in the neighborhood.

The Roxbury Strategic Master Plan identifies mechanisms to increase opportunities for existing small businesses in the community to better serve Roxbury and also to broaden their trade areas beyond the neighborhood.

city context

MAP 1



The Roxbury Strategic Master Plan suggests ways to utilize public dollars to leverage additional private dollars and resources.

The Roxbury Strategic Master Plan advocates for increased housing opportunities at different income levels and the retention of existing affordable housing.

The Roxbury Strategic Master Plan advocates the enhancement of educational, cultural and recreational activities in the neighborhood.

The Roxbury Strategic Master Plan illuminates the importance of public infrastructure investment, particularly in transportation, as a key tool for economic development and as a symbol of community stability.

The Roxbury Strategic Master Plan will be implemented in ways that enhance civic awareness and increase the public involvement of residents, institutions, neighborhood organizations, community agencies, faith-based organizations and businesses in issues that impact the Roxbury community.

Overall Goals and Objectives {Insert photo 2}

Using the principles and values of the Roxbury Strategic Master Plan as context, the Plan has the following goals (sections of the Plan that discuss these goals in more detail and offer strategies to achieve these goals are listed in parenthesis):

- Enhance civic life and the cultural environment in which residents participate (Arts & Cultural Heritage)
- Actively promote a sustainable and diverse economy focused on job opportunities and the creation of wealth (Economic Development & Job Creation)
- Provide a safe and convenient pedestrian, public transit and automobile transportation network (Transportation)
- Provide a wider range of housing options for residents of diverse socioeconomic and age groups (Housing)
- Create a public realm that is comfortable, lively and safe that reflects the unique physical and social character of the neighborhood (Community-Wide Urban Design Guidelines)
- Enhance community participation and empowerment and increase the accountability of various groups and entities to the Roxbury community, including institutions, government agencies and businesses (Implementation & Governance)
- Integrate and connect Roxbury with the larger network of parks, transit corridors/boulevards and business and cultural centers throughout the city (Open Space &Transportation)
- Raise the community's awareness of Roxbury's many historic assets and strong architectural legacy; promote historic and cultural preservation as a tool for neighborhood revival (Historic Preservation)

ROXBURY STRATEGIC MASTER PLAN

COMMUNITY WIDE WORKSHOP

PHOTO 2 (2)

- Create a healthy environment and a rich array of cultural, educational and economic opportunities for the elderly and the youth of the community (Arts & Cultural Heritage & Economic Development & Job Creation)

These strategies and objectives have been discussed as priorities for the community in several public forums, meetings and community-wide charettes. They are not intended to serve as an exhaustive list of actions that should occur over the next ten to twenty years. Rather, they are selected priorities that will provide a framework and serve as catalysts for subsequent policies and activities

II. THE ROXBURY NEIGHBORHOOD

Roxbury's Boundaries

Located at the geographical center of Boston, Roxbury encompasses approximately three-and-a-half square miles and 2200 acres of land. Much of the area is residential (over 60%), with winding streets, varied architectural styles and nine National Register historical districts. Roxbury is bounded on the Northeast by the South End and South Boston; the North-west by Fenway/Kenmore, Mission Hill and Jamaica Plain; on the Southeast by Dorchester and on the Southwest by Mattapan. Roxbury's boundaries fall primarily on the following main streets: Massachusetts Avenue, Seaver Street, and Columbus Avenue. The Midlands commuter rail corridor defines the eastern boundary. These boundaries were established by the 1990 rezoning process and are different than those reported in earlier reports that utilized the BRA "planning districts."

Sub-Neighborhoods {Insert map 2}

Roxbury is comprised of several sub-neighborhoods. Each of these areas possess a range of characteristics with respect to the architecture, open space, topography and the mix, and density of land uses. The districts share commercial centers at significant crossroads that define the boundaries of the districts. Maintaining the uniqueness and integrity of the sub-neighborhoods is an important community goal. Therefore, the Master Plan outlines general strategies and recommendations for the community as a whole but recognizes that sub-neighborhoods will have specific objectives.

Early History

Founded by English colonists in 1630 Roxbury was established as an independent community connected to Boston only by a narrow "neck " of land along Washington Street. Today, after massive landfill projects and annexation to Boston, Roxbury is at the city's geographic center. Its landmark buildings and open spaces are a legacy of its agricultural beginnings and its later development as an early suburb of Boston. Roxbury is defined by several rocky hills--drumlins left by a pre-historic glacier. Roxbury pudding stone, a composite rock form, has been used over the centuries in Boston area buildings. Pudding stone outcroppings are still prevalent throughout the community. The colonists laid out Washington, Dudley, Centre, Roxbury and Warren Streets in the first years of settlement. The town center was located at John Eliot Square, where the first meetinghouse was built in 1632. Its historic burial ground was located nearby at the corner of Eustis and Washington Streets. In the 17th and 18th centuries, the town was famous for its fruit trees. Noted varieties were developed, including the Roxbury Russet apple, which was particularly prized for cider. As the town grew, fine residences were built that are among the few 18th century houses remaining in Boston, including the Georgian-style Shirley Eustis House (1747) and the Dillaway-Thomas House (1750). Roxbury's location and high hills made it strategically important during the Revolutionary War. The colonists constructed a fort in the Roxbury Highlands in 1775 to help secure land access to Boston. After the American victory, the present First Church of Roxbury (1803) was built on the site of the original 1632 congregational meetinghouse

Roxbury Neighborhood Subdistricts

MAP 2

(2)

in John Eliot Square. (Note: Additional information about Roxbury's history is provided under Section III, Historic Preservation.)

As a community, Roxbury has a rich history of activism on behalf of social justice and economic democracy not only for residents but the entire city. An overview of Roxbury's history since World War II, for instance, shows major breakthroughs in ensuring that Boston develop as a democratic and well-managed city in ways that benefits all citizens.

Social and Economic Profile

The following is a select summary of key demographic, economic, education and housing data for the Roxbury neighborhood and in comparison to the entire City of Boston. The data is based on information reported by the U.S. census bureau for the year 2000. Note that the data describes Roxbury characteristics according to the boundaries stipulated in the Roxbury Master Plan. There are a few notable findings that are highlighted here:

Population: The total population of Roxbury in 2000 is 47,517 persons with a population density of 16,113 persons per square mile, compared to a population density of 12,166 persons per square mile for the City of Boston. In 2000, Boston's total population was 589,141 persons. **{Insert photo 3}**

Approximately 65%, or 30,851 persons are African American; 24%, or 11,373 persons are Latino; 10%, or 4,831 persons are white; and a smaller proportions are composed of Asian, American Indian, and other ethnic categories.

Age: There are 8,162 persons in Roxbury who are 9 years or younger, comprising 17% of the neighborhood's total population. This compares to a figure of 11% of children who are 9 years or younger in Boston. There are a total of 13,146 children under 18 years who live in families, including 28% living with both parents, and 72% living with one parent. There are 4,139 persons, or 9% of Roxbury's total population (47,517 persons), who are 65 years or older.

Education: With regards to school levels attained for all persons over 25 years of age in Roxbury: 3,529 persons (13%) have less than a 9th grade education, 5,086 persons (19%) have education between the 9th and 12th grade, but no diploma; 8,955 persons (33%) have a high school diploma, or equivalency; 4,799 persons (18%) have some college, but no degree; and 4,905 persons (18%) have a college degree.

Households: There are 17,114 households in Roxbury, including 10,848 family households, representing 63% of all households. Slightly over one-fifth of all family households are 'married-couple' households, compared to a comparable figure of 28% for the entire city of Boston. The average number of persons per household in Roxbury in 2000 was 2.7 persons, compared to a figure of 2.3 persons for Boston.

Income: Roxbury has a relatively high population that is impoverished. Twenty-nine (29.0) percent of all persons live below the official poverty line, compared to 20 percent for Boston in 2000. The average household income in Roxbury was $34,682 in 1999 compared to $55,865 for the entire city of Boston. There are 4,328 children living in Roxbury in 2000, of which 40% were impoverished. Twenty-five (25.0) percent of the 17,114 households had an income of less than $10,000 in 1999; ten (10.0) percent had an income of $75,000, or more. The per capita income for Roxbury in 1999 was $12,952 compared to $23,353 for the entire city of Boston.

Housing: There are 18,946 housing units in this neighborhood, including 1,844 housing units (or 10% of all housing units) that were vacant in 2000. There are 17,102 occupied housing units, 3,349 of which are 'owner occupied' and 13,753 (73%) are 'renter occupied'. **{Insert photo 4}**

Transportation: There are 15,681 workers over 16 years of age who utilize some form of transportation to arrive at work. 6,277 persons (40%) drive to work alone; 2,422 persons, or 15% (compared to Boston's 9%) use a car pool; 5,722 persons (36%) use public transportation; and, 985 persons, or 6%, use a bicycle, or walk to work. The average travel time to work for all workers over 16 years of age in Roxbury (15,681 persons) is 33 minutes. Twenty-eight (28.0) percent spend 19 minutes or less to travel to work, and 68% spend 20 to 59 minutes traveling to work.

Occupational distributions: The total 'employed population 16 years or older is distributed by the following industries for the year 2000:

Construction (4% or 615 workers)
Manufacturing (6% or 971 workers)
Wholesale trade (2% or 308 workers)
Retail trade (10% or 1,590 workers)
Transportation and warehousing (5% or 821 workers)
Finance, insurance, real estate, rental/leasing (10% or 1,644 workers)
Professional and related services (11% or 1,733 workers)
Professional, scientific and tech services (4% or 660 workers)
Administrative, support, and waste management services (7% or 1073 workers
Educational services (8% or 1,328 workers)
Health care and social assistance (22% or 3,608 workers)
Accomodation, food services, and other services (12% or 1,848 workers)
Public administration (7% or 1,124 workers)

Community Assets

The Roxbury Strategic Master Plan is both a land use planning document *and* a social and economic vision document. It is an asset-oriented Plan that builds upon the community's strengths. Roxbury is a wonderful urban neighborhood to live and work and

PHOTO 4

many thoughtful persons have joined together to play a role in guiding its future. The community's assets are many, including the following:

Diversity
The Roxbury community takes pride in its economic and ethnic diversity. It enjoys special status as a focal point for African-American culture in the city and the entire region. Roxbury residents benefit from a strong network of engaged individuals and organizations that are hallmarks of stability in any community. Bolstered by the leadership of an indomitable network of community-based organizations including churches, schools, cultural organizations and other civic and business entities, residents of Roxbury welcome the city's leadership to work with them to bring improvements to the neighborhood and position it to keep pace with the challenges of the future.

Youth
Young people and children comprise a relatively large proportion of Roxbury's population compared to Boston. There are 8,162 children under 9 years of age, representing 17% of all Roxbury residents. Youth access to productive futures is critical to the sustained social and economic stability of the community. Community residents and employers recognize that preparation for positions in the emerging technological fields and for other sustainable employment options is directly linked to the quality of the public educational system. The Plan advocates for schools in the area and other neighborhood institutions to work cooperatively to further cultural and art appreciation opportunities as well as physical development through sports and recreation. Interaction with effective role models including the neighborhood's senior citizens should be encouraged to connect the children of Roxbury to the history and culture of the neighborhood. Young people who are better informed about the historical struggles and victories in the community will have a greater stake in community-building initiatives such as this Plan for Roxbury.

Senior Citizens
Senior citizens have been an important consideration in the Plan not only in terms of their numbers, but also the many contributions they have made towards improving the quality of life of the neighborhood. Approximately 9% of all Roxbury residents (4,139 persons) are 65 years and over. Many of these individuals are long-time residents who understand many of the neighborhood's strengths and possibilities. The Plan recognizes that the senior population is a unique resource with special needs. Preserving the ability of senior citizens to live productive lives in the community to which they have given so much is an important Plan objective.

Community-Based Organizations
Based on a survey conducted by the William Monroe Trotter Institute in 1998, there are more than 40 active community-based organizations, over 54 faith-based institutions and a large number of active neighborhood organizations that demonstrate the enormous allegiance, pride and civic activism of Roxbury residents. Collectively these organizations represent a great resource to assist in the implementation of various Plan elements. **{Add interview sidebar here}**

Arts, Culture, and Education Cultural Institutions
There are approximately 20 cultural and civic organizations that call Roxbury their home. With increased resources for promotion and networking, entities such as the Museum of the National Center for Afro-American Artists can become known to wider audiences throughout the city and the metropolitan area.

Educational & Technology Facilities
The Roxbury community hosts a network of elementary and secondary schools with two new K-8 Schools nearing completion. In addition, there are over 20 community technology centers located through-out the neighborhood. Roxbury is particularly well located with respect to higher educational facilities. Roxbury Community College is within the study area, as are portions of the Northeastern University. Wentworth Institute of Technology, the Mass. College of Art, the Berklee College of Music, the New England Conservatory and the Harvard Medical School are a few colleges located in the nearby Fenway neighborhood. Roxbury is also well equipped with the necessary technical infrastructure for residents use of computers. The facilities and equipment present in the neighborhood are considerable, and in most cases, open and free for anyone in the community to use.

Locational Access **{Insert map 3}**
Roxbury is immediately accessible to and from the regional highway network via Melnea Cass Boulevard and the Southeast Expressway (I-93). Commuter rail services are available at Ruggles Station and on the Fairmount Commuter Rail Line that stops at Dudley Street near Upham's Corner. The Orange Line provides rapid transit service on the Western Edge of the study area with stops at Ruggles Street, Roxbury Crossing (New Dudley Street) and Jackson Square. The Silver Line offers bus rapid transit service (BRT) on Washington Street from Dudley Square and Downtown Crossing. Eventually this service will be extended to the South Boston Waterfront and perhaps to Mattapan Square. The Urban Ring, a substantial portion of which is located in Roxbury along Melnea Cass Boulevard, is intended to improve transit connectivity in the circumferential corridor from South Boston, the Boston medical Center area, Roxbury, and the Longwood area, the Fenway, Cambridge, Somerville, Everett, Chelsea and Logan Airport.

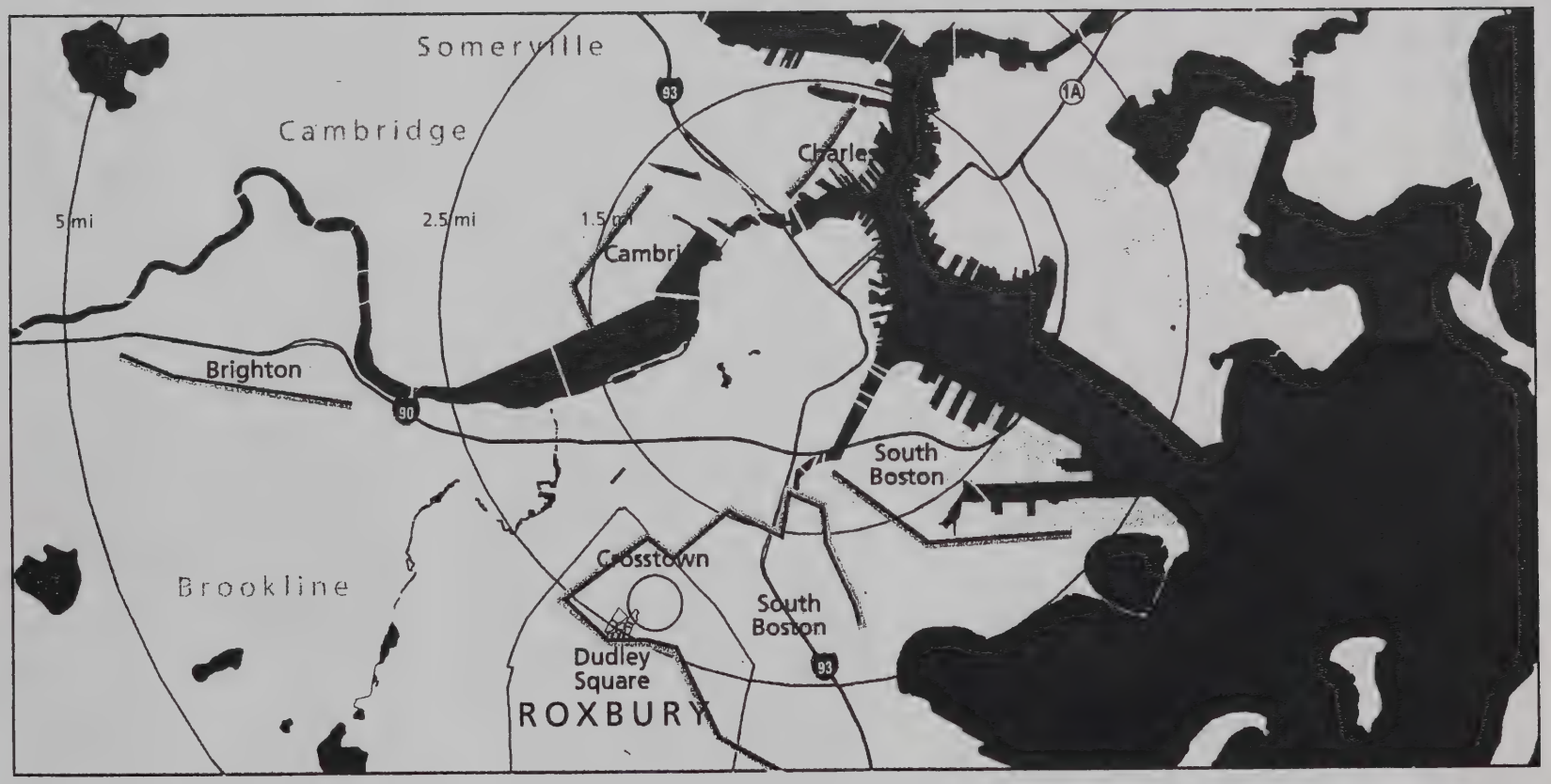
Physical Environment
Dramatic topographical features shape many of Roxbury's distinctive sub-neighborhoods. The lay of the land creates sweeping hillsides, rugged rock outcroppings and impressive vistas. The neighborhood contains a rich array and diversity of parks and open space, including Franklin Park, The City's largest open space and the crown jewel in the Olmsted-designed Emerald Necklace park system.

Architecture
Roxbury's streets offer an impressive collection of Boston's architecture from the 18th century into the early 20th century. Few neighborhoods can boast more high quality houses, many from the 19th century Greek Revival style through the exuberance of Victorian styles and into handsome early 20th century apartment blocks. These buildings

are the estates from Roxbury's agricultural and early suburban past, single and two-family houses of all shapes and sizes and row houses, as well as apartment buildings. Roxbury's industrial and institutional architectural legacy includes handsome brewery complexes, well-detailed school buildings and beautiful churches. Its commercial building stock is equally substantial and attractive, with some of the most notable buildings located in the Dudley Square area.

Content/Cross-town Map

Map 3



MAP 3

III. PLANNING GOALS AND STRATEGIES

The Roxbury Strategic Plan is an asset-oriented plan that builds on the community's strengths. The Plan recognizes that tools and incentives must be established to insure that current residents and businesses are able to remain in the neighborhood, invest in its future and reap the rewards. It recognizes that the recommended strategies will be implemented over time and through a variety of mechanisms and will need to respond to changing external factors. Therefore, the implementation and governance structure (see Chapter IV) for carrying out the Plan is critical to its success, as was the open process for planning this initiative.

The chapters that follow expand on the Plan's Goals and Objectives and provide specific goals and recommended strategies to examine further as the community begins the implementation the Plan. The goals described here are based on numerous community meetings with hundreds of individual representatives of community organizations and business and elected officials. Several community assets are described, including Diversity, Youth, Senior Citizens, Community Based Organizations, Arts, Culture, and Education, Education and Technology, Physical Environment and Architecture. The following section is organized by various categories that reflect how the community resources can be tapped into with various strategies and actions. These categories are: Arts and Cultural Heritage, Open Space and Recreation, Historic Preservation, Economic Development and Job Creation; Transportation and Housing. Following these sections, the plan provides information and recommendations regarding specific parcels or sites in the Roxbury Neighborhood.

Arts & Cultural Heritage

The Plan proposes to capitalize on Roxbury's position as the epicenter of African-American culture in New England through the promotion of existing facilities and the creation of new venues. The Plan proposes strategies that leverage the community's rich cultural heritage. With active, viable institutions and committed residents eager to patronize new options for dining, socializing and enjoying performances within the neighborhood, the possibilities for re-energizing centers such as Dudley Square are virtually limitless. Dudley Square is in the midst of a number of revitalization initiatives, and is primed for reclaiming its status as a preeminent destination serving not only the African-American population but also the entire region as a hub of commerce and culture. Dudley Square has a comfortable human scale, stately older buildings, excellent accessibility and lively street atmosphere. Through the diligent efforts of many residents and programs such as "Main Streets", other neighborhood centers in Roxbury are gradually being reborn. The Plan must insure that the mixture of elements and future uses in these centers are in step with the needs and desires of the residents.

Overall Goals

- Define and celebrate the rich, diverse history of Roxbury's people and land
- Promote a strong, positive image for Roxbury and reinforce a sense of pride and ownership among Roxbury residents
- Enhance the economic revitalization of business centers including Dudley Square, the Washington Street Corridor, Grove Hall and others
- Create employment training and educational opportunities for Roxbury residents and particularly the youth in the fields of arts and culture
- Join with Roxbury's many other community institutions that preserve and celebrate Roxbury's history and contribute to the revitalization of its economy and the well being of its people
- Seek to involve youth in celebrating and contributing to neighborhood's art, culture, and heritage.

Recommended Strategies **{Insert photo 6}**

1. **Initiate a Cultural Heritage Campaign** to promote Roxbury's image, marketability and cultural identity. The campaign should acknowledge the community's distinctive character and encourage comfortable and safe 18-hour activity including "legal night life" in an interesting, high-quality pedestrian environment. To effectively implement the arts and cultural heritage campaign, a committee should be established to run the campaign and build momentum to reveal the cultural heritage of Roxbury. This committee could be instrumental in obtaining grants and would be the entity to research the history of the Roxbury neighborhood.

{Insert photo 7}

2. **Institute regular Roxbury Heritage walking tours.** Roxbury is one of Boston's oldest areas, with many important historically significant buildings and districts. In

addition, there are the rich histories of the people who have lived there through the years and the struggles they fought. Regular walking and house tours and programs should be initiated to promote the historic assets of Roxbury and to increase tourism visitor trips. As an example, "My Town " is a successful organization already operating similar tours in the South End. Iconographic buildings such as the First Church of Roxbury in John Eliot Square, the Museum of The National Center for Afro-American Artists and the Roxbury Community College should be celebrated as important places in the fabric of the community through directional signage, informational graphics, and streetscape improvements.

3. **Link Roxbury's public realm assets through thematic neighborhood trails that could connect the community's various cultural and artistic venues and generate new ones.** When linked with good transportation connections, the open spaces in Roxbury become a citywide resource and further improve the overall attractiveness of the community as a place to live, study and work. High quality design for public spaces, an emphasis on preservation of historic assets and the promotion of public art are necessary components of a compelling cultural heritage plan. **{Insert photo 8}**

   Similar to the Roxbury Highlands Heritage Trail proposed in the late 1970's and the Roxbury Historical Trail proposed by the Grove Hall Board of Trade to the Browne Fund, neighborhood-wide trails could link Roxbury's open space, historical, cultural and environmental assets while benefiting its residential and commercial areas. This initiative could be structured as a public-private partnership similar in development and management structure to the Freedom Trail. It could provide a series of destinations for local and regional visitors, which could further the neighborhood's economic development agenda. Coupled with good transit linkages, the trails could connect important neighborhood institutions such as the Museum of the National Center of Afro-American Artists that already attracts ten thousand visitors a year, with other neighborhood assets including parks, restaurants and cultural facilities.

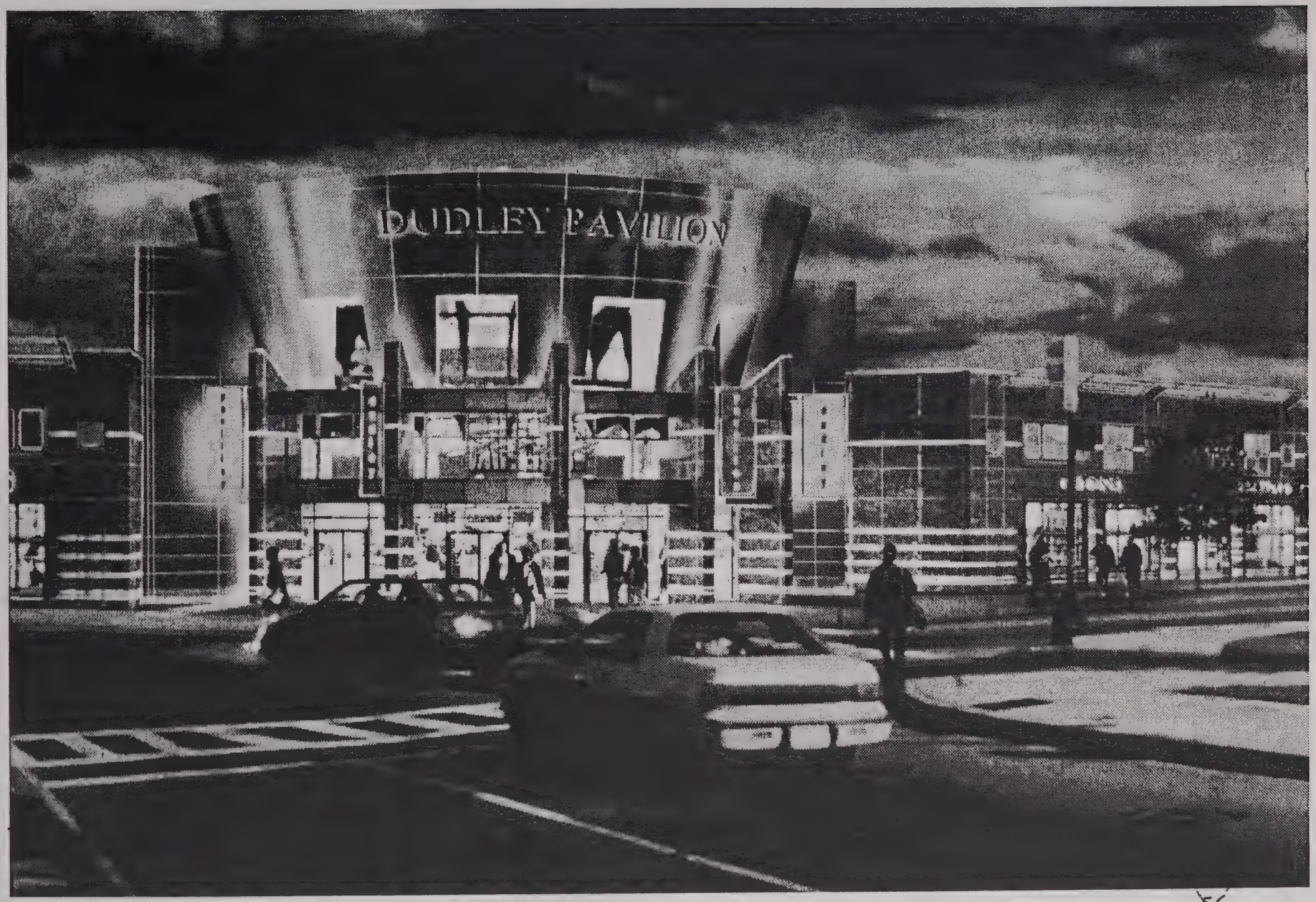
4. **Establish a center for storing and exhibiting historical community artifacts and archives similar to the Arturo Shomburg Library in Harlem.** Many persons in the community have a wealth of stored information and oral histories that could illuminate rich historical diversity of the community. A Shomburg-like facility would reinforce historical and cultural ties of the neighborhood and its inhabitants across generations. A significant historical structure in the community should house the collection.

5. **Provide incentives for businesses and institutions to invest in arts, events and cultural affairs including the sponsorship of public (and private) art installations and performances and underwriting of, or other direct linkages with, community arts organizations.**

6. **Create a mechanism for smaller donors to participate in the acquisition of art for public spaces.**

Photo 6.

6


DUDLEY PAVILION

CARLYLE GRAND
CAFE

7. **Organize a process to encourage the use of streets and public open spaces for ethnic and cultural celebrations and displays.** Work with local community and neighborhood groups to organize a yearly calendar highlighting local celebrations, festivals such as Rhythm and Blues night at the Ramsey playground, Jazz night at Fort Highland and Hip Hop Day at Malcolm X Park.

8. **Explore options for a jazz museum in Roxbury that would celebrate this unique art form and increase cultural tourism. Such a museum may not be economically viable as a freestanding entity, but could be a component within an existing or proposed new entity.**

9. **Develop strategies to attract high quality, sit-down, ethnically diverse restaurants in the community neighborhood centers.** Partner with the City of Boston's Mainstreets districts.

10. **Encourage the inclusion of artist spaces to be made available for community use and for youth, if appropriate, in development projects of a sufficient scale.**

11. **Reinforce existing cultural districts such as Dudley Square and establish new districts where appropriate.**

Open Space & Recreation

Overall Goals

Open space serves as valuable recreational space for people of all ages and an important indicator of the quality of life of a community. Well-maintained and varied open spaces can enhance the neighborhood's image and increase its viability as a desirable residential community and attractive environment for economic development.

The Plan recommends strengthening the linkages between the parks in Roxbury and those within the city as a whole. For example, the Southwest Corridor Park and the proposed South Bay Harbor Trail offer great potential to improve the Roxbury community's access to local and regional open space resources including the waterfront. The existing Park Partners program should be promoted more widely as a way to encourage community sponsors to help develop and maintain park facilities

Recommended Strategies

{Insert photo 9}

1. **Revive the Roxbury Heritage State Park.** The Massachusetts Department of Environmental Management in cooperation with the members of the Roxbury Heritage State Park Advisory Committee proposed the Roxbury Heritage State Park in 1987. The park was proposed as part of the Massachusetts Heritage State Park system, which is a national model of successful urban design, historic preservation and economic revitalization.

2. **Interface the Roxbury Strategic Master Plan with the Parks and Recreation Department's citywide Plan for Open Space to preserve and enhance Roxbury's open spaces as an important neighborhood asset.** The city's capital improvement program has led to a large investment in Roxbury's public open space facilities. Its impact has been substantial, with playing fields, courts and tot lots back in working order and in full use again. Continuing the capital program will achieve rehabilitation of other parks that require capital infusions due to cyclical wear-and-tear.
   Plans for additional park projects not funded by the Parks Department should follow the same quality of urban design. An example includes the BRA plans for the Judge Edward Gourdin Park in Dudley Square.

3. **Continue the high quality design approach that links the Parks and Recreation Department capital reconstruction program and its maintenance program.** Given the richness and multitude of Roxbury's existing open spaces, it is important to preserve these assets with high-quality design and maintenance standards. Good design at the outset allows for better access and visibility and encourages appropriate use and respect for the public realm. It also leads to longevity of capital improvements, more efficient maintenance and happier users. Parks should continue to be designed beautifully and in keeping with their historic character. They should be maintained at a standard that befits their status as critical public amenities

PHOTO 9

benefiting the surrounding community and the city a whole. Boulevards, schoolyards, and pedestrian and bicycle trails should be considered to be components of the overall system. **{Insert map 4}**

4. **Continue to encourage community participation in the Parks and Recreation Department's design process.** This on-going and interactive process will continue to ensure that existing and new facilities address the community's desires and concerns and meet the needs for recreational open space within Roxbury. Community input has identified a need for soccer fields, tot lots and spray pools (especially to service day care providers), and in general, close-to-home opportunities for recreation. With a substantial amount of vacant land available in Roxbury, opportunities to develop such new open spaces should be explored within the context of the Parks and Recreation Department's citywide plan.

5. **Conduct a vacant lot analysis that establishes a framework to balance open space needs with the growing demand for developable housing parcels on a neighborhood-by-neighborhood basis.** An analysis of the current pattern of vacant lots should be initiated and recommendations made regarding the incorporation of some of these underutilized parcels into the dedicated open space system, including interim or long-term use as community gardens. While the physical characteristics of some lots may make construction of these facilities difficult, the plan advocates for the creative use of these parcels that is consistent with the well-being and desires of residents. Vacant land may hold more promise in the abstract than in reality, particularly when buildable sites could also hold much needed housing. **{Insert map 5}**

   A balanced planning approach weighs current and future open space and housing needs, incorporates community input and translates into appropriate land use allocations. Incorporating community input with this planning should be coordinated with key agencies and departments including the Department of Neighborhood Development, the Boston Redevelopment Authority and the Parks and Recreation Department.

6. **Improve connections to Roxbury's open space network through the thoughtful planning and integration of transportation infrastructure projects with open space projects.** The Roxbury community as well as the entire city would benefit from more direct connections to and from downtown Boston and Franklin Park. The Park and all its amenities including the golf course and the Zoo, is a regional resource that at the moment remains difficult to access by public transit or by automobile at peak hours. Recommended improvements include:

   - The implementation of transit service along Columbia Road will greatly improve the accessibility between elements of the Emerald Necklace, particularly if combined with street reconstruction, including trees and historic lighting, to restore this important street to Boulevard status.

Open Space Resources

MAP 4

MAP 5

Vacant Parcels

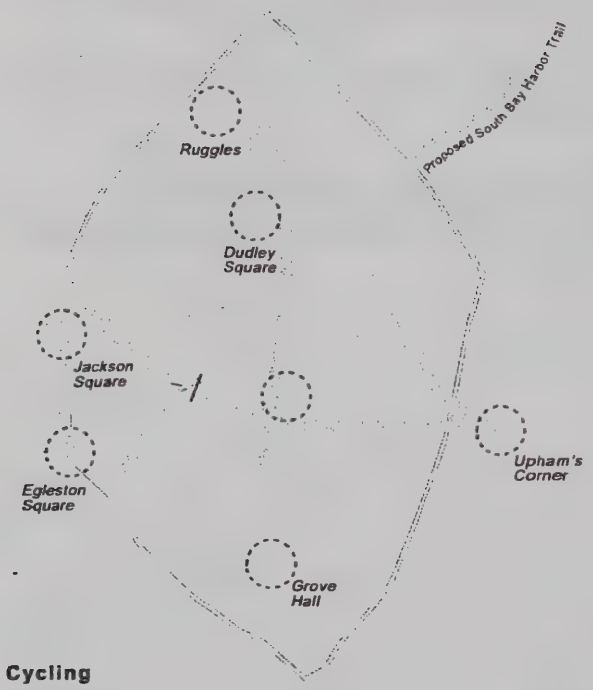
(5)

- Redeveloping Peabody Circle would encourage safe enjoyment of the Park and community activities at this significant entry point. It will also increase the visibility of the Park and affirm its vital relationship to the Roxbury community.
- Improved bicycle and pedestrian connections such as the proposed South Bay Harbor Trail will connect the Roxbury community to downtown and Boston Harbor via the Southwest Corridor, Melnea Cass Boulevard and the Fort Point Channel. As part of the project, the existing narrow and deteriorated path along Melnea Cass would be reconfigured. The Connecting the Corridors project will also improve access to the Emerald Necklace/Back Bay Fens. This federally-funded project links the Emerald Necklace to the Southwest Corridor Park via Forsyth Street at Ruggles Station. The interface between these and similar projects will create new recreational opportunities, integrate existing parks and historic sites and make Roxbury an inviting destination for recreational bicycle riders and pedestrians. **{Insert map 6}**
- Planning and initiation of arts, culture and recreational activities that link youth to various parks throughout the neighborhood.

7. **Establish a working group with the Parks Department to plan children's activities in the public parks, especially during the summer months and evening hours for adolescents and teen-aged youth.**

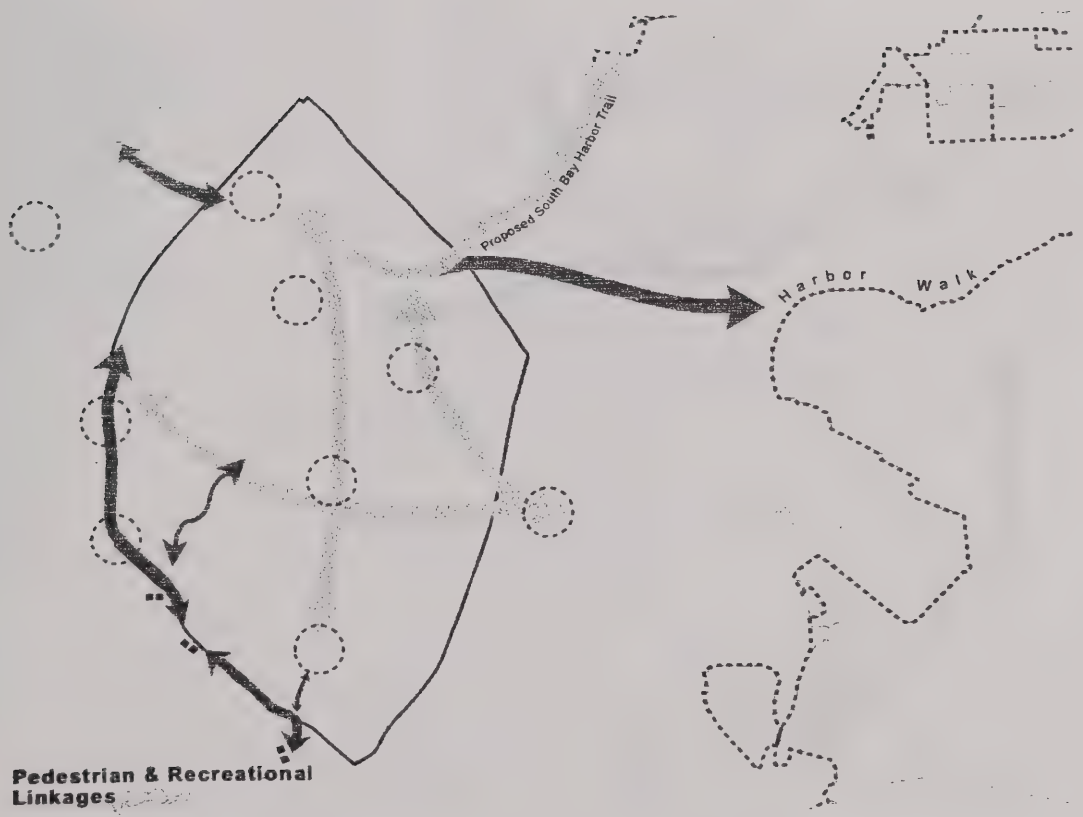
MAP 6

Cycling Linkages

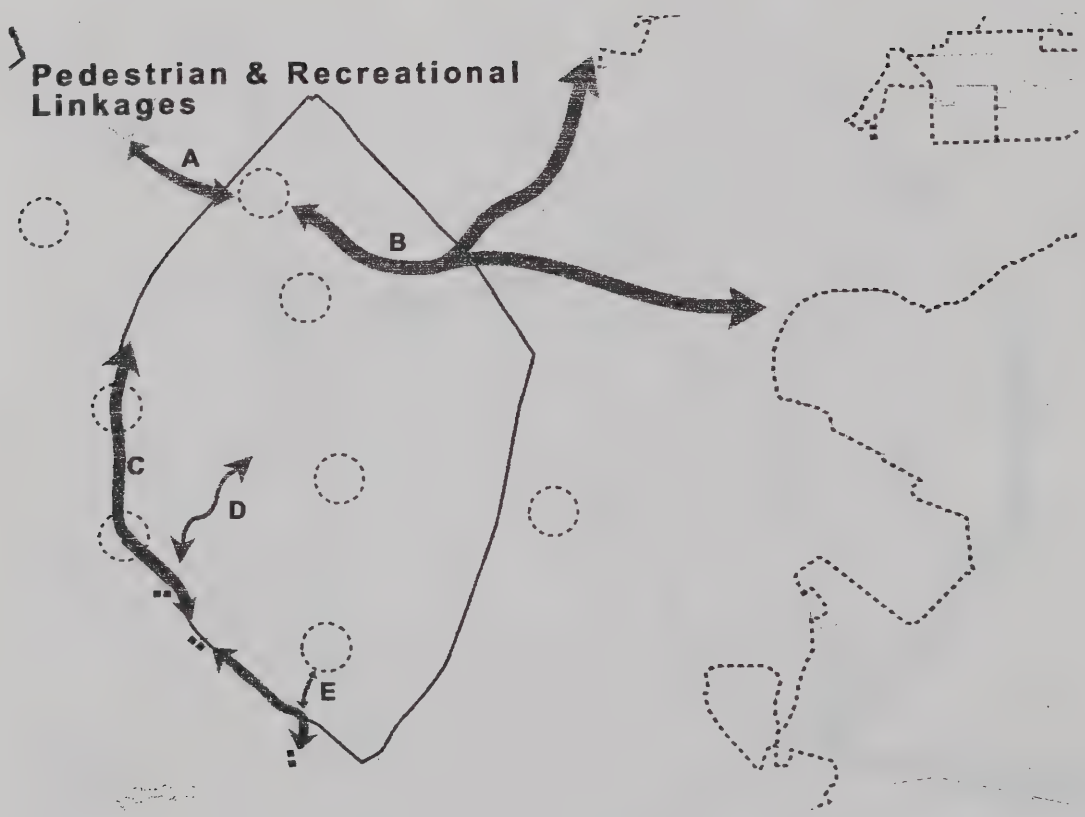


Cycling Linkages

6

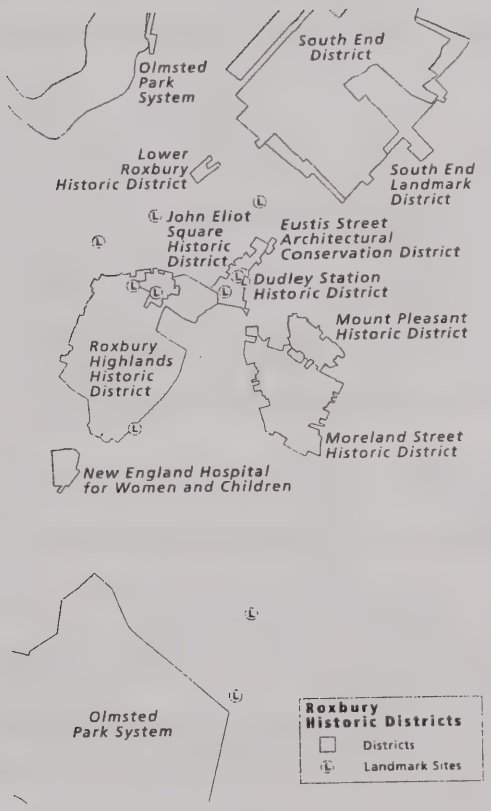


Pedestrian & Recreational Linkages


Pedestrian & Recreational Linkages
A
B
C
D
E

MAP 7

Roxbury Historic Districts



Map 7

Historic Preservation

Overview

{Insert map 7}

One of the oldest neighborhoods in Boston, Roxbury is home to a great number of historic parks, schools, churches, and buildings. Boston's history can be seen in the architecture and landmarks of the neighborhood. From the beginning, farming was the basis of Roxbury's economy, but changes in the early 19th century, prompted by developments in transportation brought industrial development along with denser residential development. As the 19th century progressed, many impressive frame houses, especially in the Greek Revival style (1820s-1850s) were built on subdivided farmland. Some of these houses still stand in the Highland Park and Mount Pleasant neighborhoods. Wealthy industrialists built substantial homes situated on the tops of hills in the Highlands in a variety of later revival styles in the Victorian era. One of the grandest examples of the early suburban houses is Abbotsford, now the home of the Museum of the National Center of Afro-American Artists at 300 Walnut Avenue, built in 1872 in High Victorian Gothic style of Roxbury puddingstone. Later in the 19th century more old farms in the highlands were subdivided and developed into housing. The electric trolley service that began in 1887 provided a means for more families to get to Roxbury and created a market for more modest row houses and triple-deckers. The elegant Harriswood Crescent designed by Boston architect J.Williams Beal is an excellent example of later suburban housing development built in the Queen Anne style.

From Roxbury's earliest days, commerce centered at Dudley Square, particularly at the crossroads of Washington, Warren and Dudley Streets. By the turn of the 20th century, the area was a bustling mix of department stores residential hotels, silent movie theaters, banks and even a bowling alley. Prominent Boston architects in a rich mixture of revival styles designed many of these structures. Dudley Station, a major link in the city's public transit system, was opened in 1901 as the Southern Elevated Railway, which ran from Roxbury to Sullivan Square in Charlestown. Part of the elegant, copper clad open-air structure was adapted for reuse as a bus terminal in 1989 by the Massachusetts Bay Transportation Authority after the relocation of the elevated Orange Line to the Southwest Corridor.

72 Dale Street is the Boston home of Malcom X (1925-1965) recognized as one of the most powerful voices for social justice, both nationally and internationally. He resided at this address at various periods from 1941 to 1944, at the invitation of aunt, Ella Little Collins, matriarch, advisor, and motivational force for Malcom X and his seven siblings.

Still dominating the intersection of Washington and Warren Streets is the Ferdinand's Blue Store Building, the former flagship store of the furniture dealer once famous throughout New England. Designed by local architect John Lyman Faxon in a mix of Baroque and Renaissance styles, the limestone building was completed in 1895,replacing a smaller wood framed store on the same site. Lower Roxbury, which bordered the South End from colonial times, was industrial in character with an assortment of mills and

tanneries. As the area's marshes were filled in more factories and warehouses took their place, workers' housing was constructed, usually wooden tenements and rowhouses. At Frederick Douglas Square a district of diminutive brick rowhouses remains that is representative of the last quarter of the 19th century.

Overall Goals

Roxbury has many properties listed on the National Register of Historic Places and several designated Boston Landmarks. The neighborhoods of Roxbury have some of Boston's finest buildings of considerable architectural merit. The Plan lists the following strategies that acknowledge the importance of historic preservation as a tool for revitalization and as a source of neighborhood pride and identity. Roxbury's historic buildings and landmarks should be preserved for maximum use and benefit to the community.

Recommended Strategies

1. **Reinforce the integrity of historic buildings and places in Roxbury. Develop urban design guidelines and standards and implement funding and regulatory mechanisms that ensure that the rehabilitation of existing structures. Establish building guidelines that complement the existing neighborhood fabric in terms of massing, materials, density, siting and landscape design approach. (See Preserving Highland Park, Boston Landmarks Commission, June 1999 for guidance.) {Insert photo 10}**

2. **Strengthen the identity of designated historic districts through coordinated public improvements including streetscape design, landscaping, lighting and signage.**

3. **Establish a historic resources committee to work with the Boston Landmarks Commission to prohibit the destruction of historically significant structures.** An important goal of this committee will be to work with religious institutions to prevent the destruction buildings of historic and religious importance

4. **Work with the Roxbury Historical Society and the Landmarks Commission to develop and promote public information programs and materials on historic preservation in Roxbury.**

5. **Establish regularly scheduled historic walking tours for school children, residents and tourists.** These tours could be linked with the recommended cultural tours.

6. **Work with the appropriate city agencies to provide information on availability of technical assistance and economic incentives to existing homeowners, businesses and non-profit organizations undertaking rehabilitation projects in the community as the cost of historic preservation is frequently cited as an issue.**

PHOTO 10

01

36

7. **The Roxbury Historical Society should work with the Massachusetts Historical Commission and the Boston Landmarks Commission to strengthen and retain current historic districts and assets and to identify others.**

ADD "RESTORE NOT REHAB" INTO THE DOCUMENT AS A GRAPHIC

"Older housing should be restored, not just "rehabbed."
-Roxbury resident at community workshop

Economic Development & Job Creation

Overview

Proposed strategies for the economic development of Roxbury are based on several guidelines and a framework described in detail in **Appendix C**. This framework emerges from lessons learned regarding local economic development and neighborhood revitalization including best practices identified across the urban United States. The framework is based on the expertise and experiences of a range of government, business and community leaders who have designed and managed successful economic development initiatives for Roxbury. **{Insert map 8}**

Economic development for Roxbury generally means increasing opportunities for residents and business owners to thrive. The recommended strategies focus on creating opportunities to build wealth in the neighborhood through improved access to jobs with growth potential, business start-up assistance for those with entrepreneurial aspirations and the implementation of policies that facilitate the use of empty land and vacant buildings for new business development where appropriate. The Plan recommends marketing Roxbury's assets to promote the neighborhood as a desirable place to live and work and to attract investment capital. Generally, the following elements must be in place relative to the kind of economic development residents would like to promote in Roxbury:

1. Neighborhood residents must be able to access a broad range of resources including scholarships, job training, small business training and access to capital in order to catalyze wealth creation opportunities.
2. Roxbury residents and business owners are the community's best advocates and must be involved in business development, land use and job connection strategies that recycle dollars within the community through vehicles such as local businesses, branch banking relationships, property ownership and local hiring.
3. In order for development and prosperity in Roxbury to be inclusive, the community must be informed about the market forces that drive development, location and business development decisions so that residents and business owners can strategically advocate for advantageous economic development activity.
4. There should be a high degree of compatibility between new and existing businesses. Newer businesses must respect the historic character of Roxbury, local ownership, utilize homegrown businesses, and be prepared to employ locally.
5. Infrastructure improvements and business activity must be planned and coordinated to achieve maximum benefits.
6. Economic prosperity for Roxbury is tied to future trends in the economy and potential new economic engines in the region. Consequently workforce relationships must be built with the city's and region's prevailing industries.

MAP 8

Key Development Sites

Key Development Sites & Transitional Areas

8

7. There are many organizations with resources that are available to assist the community in the pursuit of economic development. Common goals should be established through coalitions and partnerships that coordinate and place those resources strategically. This includes many colleges, universities and hospitals in Roxbury and nearby, which are important resources for mutually beneficial relationships with local businesses and community development corporations. The involvement of these institutions will bear the greatest level of benefits for all people if pursued within the context and guidelines of the Plan.

The following activities and concerns reflect the framework and guidelines for economic development specified in **Appendix C**:

- **Emerging Industries.** Encourage emerging industries of the future to locate in Roxbury. Utilize the human capital of Roxbury residents and establish relationships with existing businesses in the community, while building on Roxbury's strategic locational and institutional advantages.

- **Support local commercial centers**. Coordinate with existing community development organizations and residents in the area on the development of new businesses and the growth and expansion of existing businesses.

- **Sustainable Development.** The Roxbury community places a high priority on the realization of sustainable development and economic opportunities that can weather future economic cycles.

- **Job Training & Education.** The keys to achieving economic success and stability in the community include improved secondary education, job training in advancing fields and continuing education for those already in the workforce, and ensuring that the training of workers is linked to economic demand. It is important to build relationships with adjacent communities in order to respond to shared service needs and to expand job creation opportunities. For example, commercial centers that directly service several neighborhoodsneighb such as Egleston Square and Upham's Corner play an integral role in the overall economic vitality of all of the neighborhoods abutting them and generate jobs and entrepreneurial opportunities. For example, the Roxbury Resource Center and the Youth Opportunity programs are located in the Dudley Square area. The importance of recreational facilities for pre-teen youth as well as academic preparation facilities for older youth has been a constant theme throughout the Master Plan process. Academic and job-training programs for youth should take advantage of institutions that offer academic programs. **{Insert photo 11}**

- **Location of Public Facilities.** The community has also emphasized the importance of public facilities as an important link to economic development. Public facilities must be located in locations that can lead to job training and economic development.

87

Tower Center

11

- **Connections to Jobs & Economic Opportunity**. The economic health of the Roxbury community and the region are inextricably linked. While the Crosstown Corridor has a number of developable sites that have the potential to attract job-generating uses, developing the Crosstown Corridor alone will not be sufficient to offset all of the community's needs. Plans for the future of the neighborhood must also relate to metropolitan and regional employment opportunities. Transportation access is critical to this issue and the Plan recommends strategies that reinforce linkages between housing, transportation and jobs. Development concepts such as Transit-Oriented Development promote the building of mixed-use higher density housing around existing and future proposed transit stops, which in turn reinforces the need and justifies increased expenditures on rapid transit service investment in the neighborhood. Such transit connections can provide better access to jobs in the metropolitan region with less reliance on automobiles. Transit-Oriented Development offers the collateral benefit of lowering the need for parking and reducing traffic. The coordinated implementation of large capital investment projects with other economic development projects is critical. These investments include an extended light rail service of the Silver Line from downtown and the airport to Dudley Square, Franklin Park and the Zoo, the Boston State Hospital site and Mattapan and providing more stops on the commuter rail (the proposed "Indigo Line"). The implementation of the Urban Ring will directly link Roxbury to job opportunities in Cambridge, Somerville, Chelsea and Logan Airport.

- **Large-Scale Development**. Several large-scale development projects have recently been completed in Roxbury. Housing developments such as Orchard Gardens and the redevelopment of the former Academy Homes II site, major new public facilities such as the Boston Police Headquarters, the new Mecca Mall shopping center at Grove Hall, the revival of retail shops and housing on Blue Hill Avenue, reconstruction of the sidewalks and roadway of Washington Street and the introduction of the Silver Line connection to Downtown Crossing all are changing the character of the area and re-establishing the link between Roxbury and downtown Boston. The Crosstown Center project is under construction and it is anticipated that the Massachusetts Department of Public Health will move its headquarters to the Ferdinand Block in Dudley Square, resulting in the additional redevelopment of the Former Modern Electroplating Site.

  Upon issuance of the Roxbury Strategic Master Plan, Requests for Proposals (RFP) will be solicited for a number of the major City and state owned development parcels beginning in the Crosstown Corridor and Dudley Square. These proposals will be evaluated based on the criteria developed in the Plan. **Appendix C** provides a list of preliminary questions that serve as criteria for assessing the economic development aspect of proposals. Chapter IV of the Plan describes the disposition process for these parcels.

- **New Housing**. Creation of new housing serves an economic development function. High quality, affordable and accessible housing is important to new and existing employers and to neighborhood residents. The availability of good housing that

meets the income needs of prospective employees is an important consideration in business location decisions. These are key areas of development for Roxbury that will build the momentum for further interest in economic activity in the area. Given its location at the geographic heart of Boston, Roxbury has the potential to become a regional economic center. Roxbury has competitive advantages in terms of its superior access to Logan Airport, the regional highway network and good proximity to world-renowned medical, educational and cultural institutions.

{Insert photo 13}

Photo 12

(12) DANBURY COMMON

Recommended Strategies

The following section describes broad recommendations and strategies aimed at strengthening Roxbury through economic development consist with the principles and values of the Plan.

1. **Identify the various economic engines that will drive the Roxbury economy. Establish connections to regional, national and international economies through technology, transit, and service infrastructure development.** Create incentives that encourage competition in this market through targeted public investment by the city and the state utilizing community-sensitive banking and other finance models such as Capital Market Urban Funds, direct city and state financing business-to-business partnerships, and business-to-institution partnerships.

2. **Develop a Roxbury Business Center clearing house to educate potential funders on the strengths of the Roxbury market and the various municipal funds and guarantees that could be leveraged; and to assist with monitoring economic development activities. This service can be linked to a number of ongoing efforts such as the Roxbury Resource Center.** An example of this, Capital Market Urban Funds are Wall Street based finance sources that are looking for a specific return on their investment in order to find an investment attractive. Most investments in emerging markets find it difficult to offer the magnitude of return that these funds seek. If the municipal agencies offer guarantees or subsidies to reduce project costs, many more projects will be seen as attractive to these finance sources.

3. **Focus economic development in neighborhood centers and along major boulevards. Areas for emphasis include: {Insert map 9}**

    - **The Newmarket Business District.** A menu of incremental improvements should be made in the short term, while future long-term development options are considered that will utilize the area for the highest economic development use. New architectural standards and improved streetscape treatment including signage and lighting, particularly on Massachusetts Avenue, should be implemented to communicate that the area is a well-maintained business and industrial environment. Better define the edge between Newmarket activities and the adjacent residential neighborhoods to balance maintaining efficient operations with nearby housing. Coordinate with the ongoing Newmarket Transportation Access Study to optimize traffic circulation and land parcelization in order to upgrade and maximize its future economic development potential.

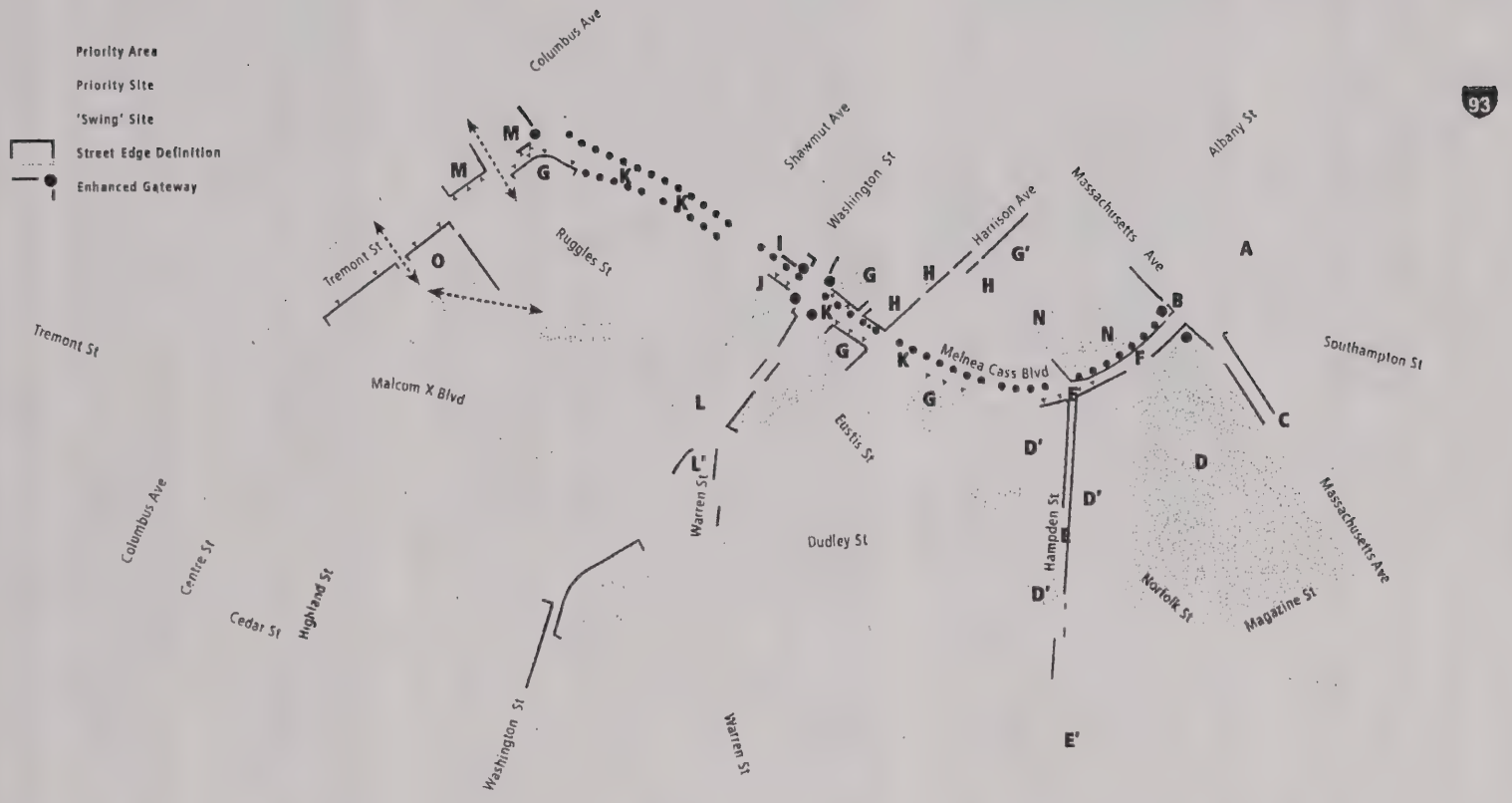
    - **Crosstown Corridor.** The Melnea Cass Boulevard /Crosstown Corridor represents the largest number of buildings and parcels with potential for economic development in the study area. This area is also a special focus area and is explored in great detail in the Plan. **{Insert map 10}**

Newmarket
MAP

MAP 9

Melnea Cass/
Crosstown Corridor
Priority Map

16



MAP 10

- **Jackson Square** is an important gateway and connection between the Roxbury and Jamaica Plain communities. Anchored by the Jackson Square Orange Line subway station, the area has significant potential for new mixed-use development on the vacant land and in the underutilized buildings in the area. The Jackson Coordinating Group is currently working with the BRA to develop an implementation strategy for the development of community facilities, affordable housing and small-scale locally owned businesses within a quarter-mile of the T station. This vision is detailed in the report entitled "Putting the Pieces Together: A report on the Jackson Square Planning Initiative," which was published in September 2001.

- **Grove Hall** and the **Blue Hill Avenue corridor** are enjoying a renaissance with new residential and commercial development. These investments have been supported by the efforts of the Blue Hill Avenue Initiative Task Force, DND's Restore program and housing and commercial development program funding. Anchored by the new shopping center "Grove Hall's Mecca," Grove Hall has once again become a thriving hub of activity. Grove Hall Main Streets and the BRA recently completed a community-based initiative called "Housing on Main Streets in Grove Hall " to identify potential residential development concepts for privately--owned vacant parcels along Blue Hill Avenue.

- **Upham's Corner** has long been a thriving commercial center for residents of both Roxbury and Dorchester, but it has suffered from a lack of high quality and reliable public transit service. The Massachusetts Bay Transportation Authority's study of the Fairmount Commuter Rail Line, which currently stops at the Upham's Corner station on Dudley Street, should support increasing the frequency of the rail service along the line to provide improved service to residents, shoppers and workers in the area. In addition, the current concept for the Urban Ring circumferential transit service includes bus rapid transit (BRT) service along the Dudley Street Corridor between Dudley Square and JFK /UMass stations. A recent community-based planning effort called "Fostering Transit Oriented Development at Upham's Corner," community members expressed a strong concern about any new development in the area without public transit improvements.

4. **Offer incentives and place higher priority on developing and attracting businesses that generate jobs for community residents and that provide technical/vocational education and training for various job skills and levels**. Job training is critical in order for residents to access high-wage employment. Community-based organizations like the Urban League, Morgan Memorial Goodwill Industries, Dimock, Alianza Hispana and others offer a variety of job training and skills development programs. This objective can be reinforced through forging new alliances with institutions, corporations, developers and the city.

5. **Preserve existing community-based employers, increase residents' job readiness skills and improve access to regional employment opportunities.** The project area

contains or is bordered by several centers of employment and venues for job training including the Newmarket industrial district, the Boston University Medical center, the Crosstown/Melnea Cass Boulevard corridor, Northeastern University, Roxbury Community College, Wentworth Institute of Technology and the Longwood Medical Area. In addition, there are a number of smaller employers with businesses scattered throughout the community. The economic ties between existing community-based employers and the Roxbury community can be strengthened through increasing schooling levels, providing training and services to the community and through the implementation of programs to facilitate the purchase of goods and services from Roxbury-based businesses. Mechanisms should be explored to create new entrepreneurial opportunities for Roxbury residents related to the needs of institutions and industries located within or in close proximity to the Roxbury neighborhood.

6. **Explore the creation of a technology/institution zone as an attractive location for "technology-based " businesses to locate.** Explore potential benefits of Roxbury as a "technology-focused" community built around an institutional connector. Determine if these industries represent job opportunities for existing Roxbury residents and whether job-training opportunities exist. The institutions should be engaged in discussions on cooperation and promotion of this identity as well as the type of jobs that would be generated.

7. **Establish environmental standards and "best practices " for new and existing business development in the neighborhood utilizing the BRA's "Back Streets" Program. Strategies and initiatives should be created to increase the size, variety and number of businesses owned by Roxbury residents.** The Back Streets Program is a resource to develop strategies such as buffer-type land uses that can be developed between residential areas and light industrial areas. Hampden Street, where the Orchard Park residential neighborhood directly abuts the Newmarket industrial area, is a good location for new land uses along with streetscape improvements in order to make a more pleasant edge between housing and the industrial area. The program is an economic development initiative designed to support the existing thousands of small-and mid-sized commercial and industrial businesses of proven viability that operate in neighborhoods throughout the city and help create a more workable and business friendly environment to attract new businesses into the city. Back Streets' Hotline is ((617) 918-4400 and the website is www.bostonbackstreets.com. In addition, a profile of active businesses and industries located in Roxbury should be regularly updated and maintained, perhaps by the Roxbury Business Center. Programs to expand, reinforce and improve neighborhood-shopping facilities should be supported in conjunction with the city's Main Streets program.

8. **Market Roxbury as a destination for tourism, culture and the arts, potentially providing significant multipliers in restaurant visits, shopping, and entertainment in neighborhood centers.** Effectively marketing Roxbury as an excellent location to do business is key. A positive local and national marketing program promoting Roxbury as a great place to do business should be created. The

profile of Roxbury as a place to live, work and play can be raised through the development of a "Roxbury Pride " marketing campaign with audio, visual and graphic promotional materials including guidebooks, brochures, maps and walking tours which highlight Roxbury's history and cultural attractions. The business successes in these neighborhood centers should be celebrated (and advertised) within the community and with the larger public.

9. **Market the arts in Roxbury as an economic resource.** A public relations liaison could be hired to broker positive relationships with local TV and print media outlets. Proactive efforts should be initiated to correct inaccurate or negative portrayals of the Roxbury community by the media. A media watchdog committee should be established to assure fairness and accuracy.

10. **Continue to improve transit access and promote the access that Roxbury has today.** Roxbury's geographic location relative to the broader metro area is very significant, yet the ease of travelling between this neighborhood and other important destinations has not been well promoted. Attracting businesses, jobs ,and wealth to this community requires not only promotion but also an acceptance on the part of the community of the difficult challenges that go along with having to balance economic development with transit access, traffic, air quality, parking, density and gentrification pressures.

11. **Require businesses to better organize their facilities in terms of removing environmentally hazardous substances from sites and develop edges of industrial areas with uses that better fit with residential communities.** Preserving these industrial areas is very important to the future of the community. These areas provide meaningful employment at a variety of skill levels. However, they must also be responsible neighbors, particularly where they abut schools and residential areas.

12. **Prioritize the redevelopment of Brownfield sites.** Redeveloping contaminated sites brings underutilized parcels back into productive reuse, creates jobs and cleans environmentally impaired sites that can cause health risks. The community should continue to work with the City of Boston to prioritize brownfields sites for redevelopment.

13. **Transportation planning should be coordinated with business development activities.** Transportation and economic development are inextricably linked. Transit Oriented Development that strategically matches development with transit accessibility needs is important to regulate the amount of vehicular traffic generated in the community. Traffic impacts are critical to decisions made about the type and amount of development Roxbury wishes to encourage.

14. **Economic development initiatives should be planned to reinforce and add to the integrity of existing commercial nodes such as Dudley Square, which traditionally has served as the primary business and cultural hub for the Roxbury community.** Roxbury is served by several well-identified commercial

nodes, including Grove Hall, Egleston Square, Dudley Square, the Washington Park Mall area and nearby Uphams Corner. The Plan includes strategies and design interventions to reinforce and add to the integrity of these existing commercial nodes. The Plan recognizes the primary role of Dudley Square as Roxbury's "central business district." Increased access via the new Silver Line, the anticipated Urban Ring, the relocation of the Department of Public Health offices to Dudley Square and the ongoing success of the Main Streets program signals its renewed potential as a citywide commercial destination and cultural hub. Resources and programs should continue to be targeted to the Dudley Square area in order to hasten its return to its former prominence as a regional commercial and cultural center.

15. **Develop a Roxbury Business Center and Clearinghouse to facilitate and monitor economic development activity.** The Center should be located in the Dudley Square area and might also include office and retail incubator space. Such a center could also generate opportunities for greater institutional collaboration. Funding for this kind of initiative should be sought immediately from both private and public sources and link to existing Empowerment Zone programs and existing Main Streets programs where applicable.

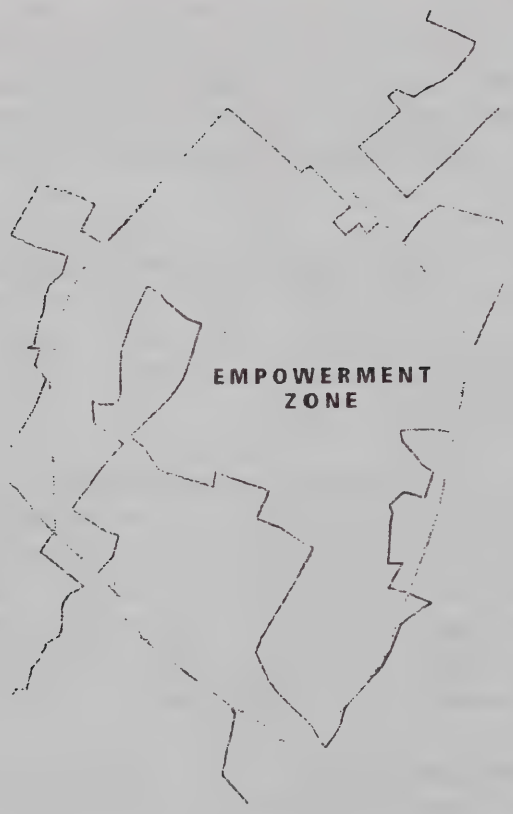
16. **Reasonable standards and criteria should be developed and enforced to attract the kinds of businesses preferred in Roxbury.** Ownership structure, training and hiring practices, operational characteristics (noise, traffic, hours of operation), the nature of the work and pay scales, potential environmental impacts and urban design are all considerations to be evaluated.

17. **Creative strategies and mechanisms need to be identified to increase and leverage the amount of public and private investment capital available to Roxbury-based businesses.** Increasing economic diversity within the community has the potential to create a stronger market base for existing businesses located in Roxbury and for new businesses that might be attracted to a Roxbury location. Other methods to facilitate appropriate development include: the use of tax incentives,(tax increment financing and business improvement districts), linkage programs.

18. **Utilize the Empowerment Zone Program:** In 1999 the city of Boston received the U.S. Department of Housing and Urban Development's designation as a federal Empowerment Zone (EZ). Portions of Boston lying within the official boundaries of the EZ -including parts of Roxbury -became the focus of a $100 million distribution of federal monies over a 10-year period. These funds are earmarked for efforts that "generate economic self-sufficiency for Empowerment Zone residents through job creation and human development programming." EZ funds help finance development projects that bring jobs, economic activity, investment, and urban design improvements to neighborhoods lying within the official boundaries. Projects underway in Roxbury receiving EZ funds include the Best Western Roundhouse Hotel, Palladio Hall, Fairfield Center at Dudley, and the Grove Hall Mecca shopping mall. **{Insert map 11}**

MAP 11

Roxbury Empowerment zones



11

There are, at a minimum, at least three key services that the EZ can provide to Roxbury to enhance the quality of economic development and job training. The EZ should:

a. Emphasize the distribution of information that informs small businesses how capital can be accessed
b. Provide information throughout the neighborhood about available jobs at various sites
c. Work closely with community-based organizations to enhance the quality of job training for the apprenticeable trades

19. **Establish Benchmarks and minimum criteria for job creation for development on public parcels.** Criteria for economic development evaluation of developable parcels is included in **Appendix C.**

Transportation

Transportation as Smart Growth

Overview

Roxbury is a community of residential districts served by local business centers, as well as numerous recreational, cultural, educational and health institutions. Situated at the geographical center of Boston, Roxbury is in close proximity to employment opportunities in the city's downtown area and adjacent to economic centers such as the Longwood Medical Area, Boston Medical Center, and Newmarket. Many Roxbury residents depend on public transit service for access within the neighborhood, and to reach citywide, and regional employment centers and other attractions. Although access to these locations is vital, many of the community's transit connections are segmented, indirect, and have low reliability. For example, portions of Roxbury have significantly longer transit trip times to Boston's downtown than other neighborhoods located at a similar distance from the city's center. The Roxbury community recognizes the importance of good public transportation, and finds itself at the forefront in the push to improve the quality, reliability and attractiveness of the city's transit system. **{Insert map 12}**

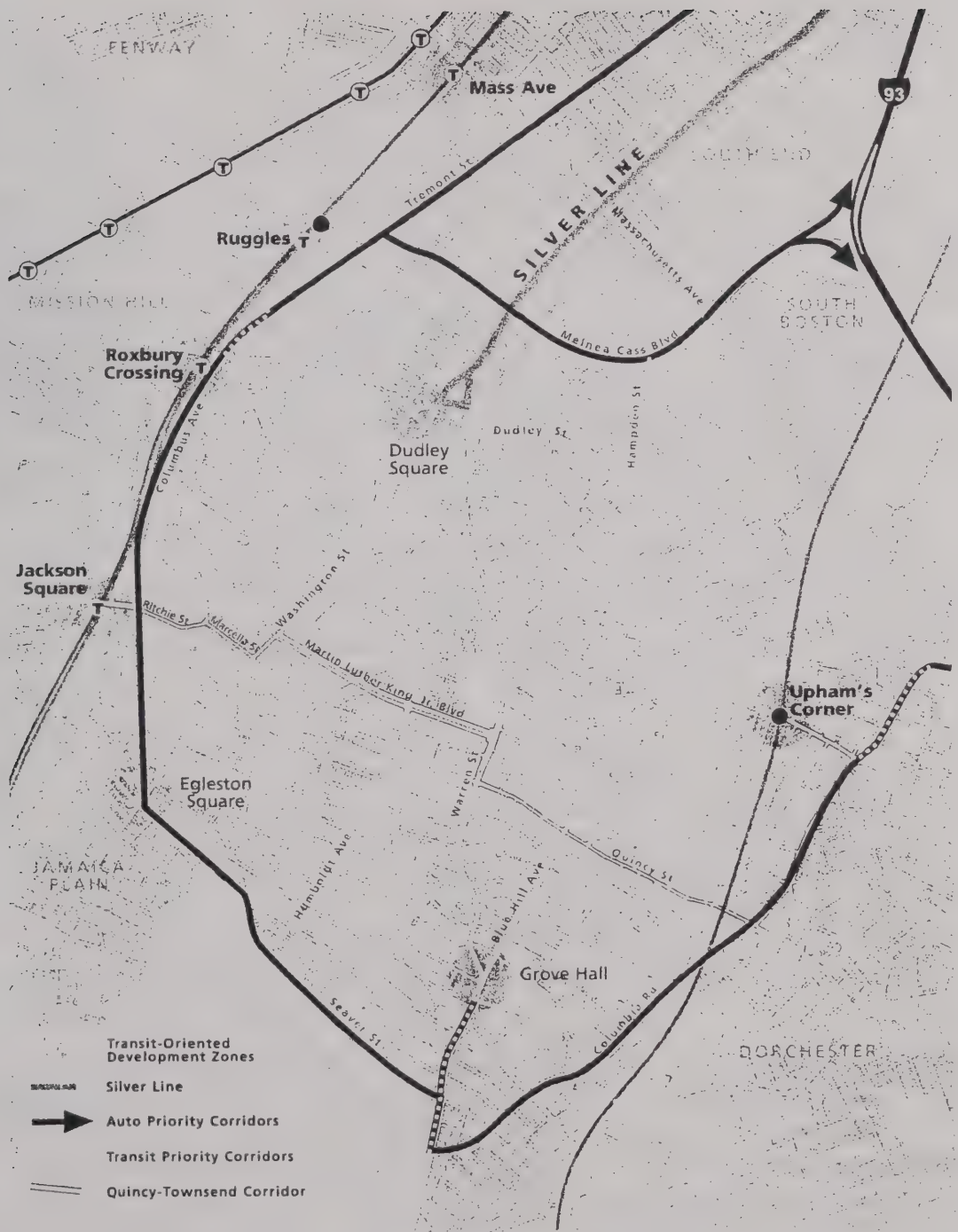
Many of the transportation problems faced by the Roxbury neighborhood result from a large number of pedestrian and vehicle conflict points. It is clear that pedestrians use the transportation infrastructure in Roxbury as intensely as it is by vehicles. The close proximity to downtown, extensive bus service and transit stops in the area, high neighborhood retail, office, institutional and residential land uses are all factors that lead to the intense usage of the limited infrastructure by pedestrians and vehicles alike. Roxbury has the highest asthma rate in the city and a well-balanced menu of transportation options serving Roxbury from enhanced pedestrian accommodations to first-rate public transportation should meet environmental standards, including those for air quality.

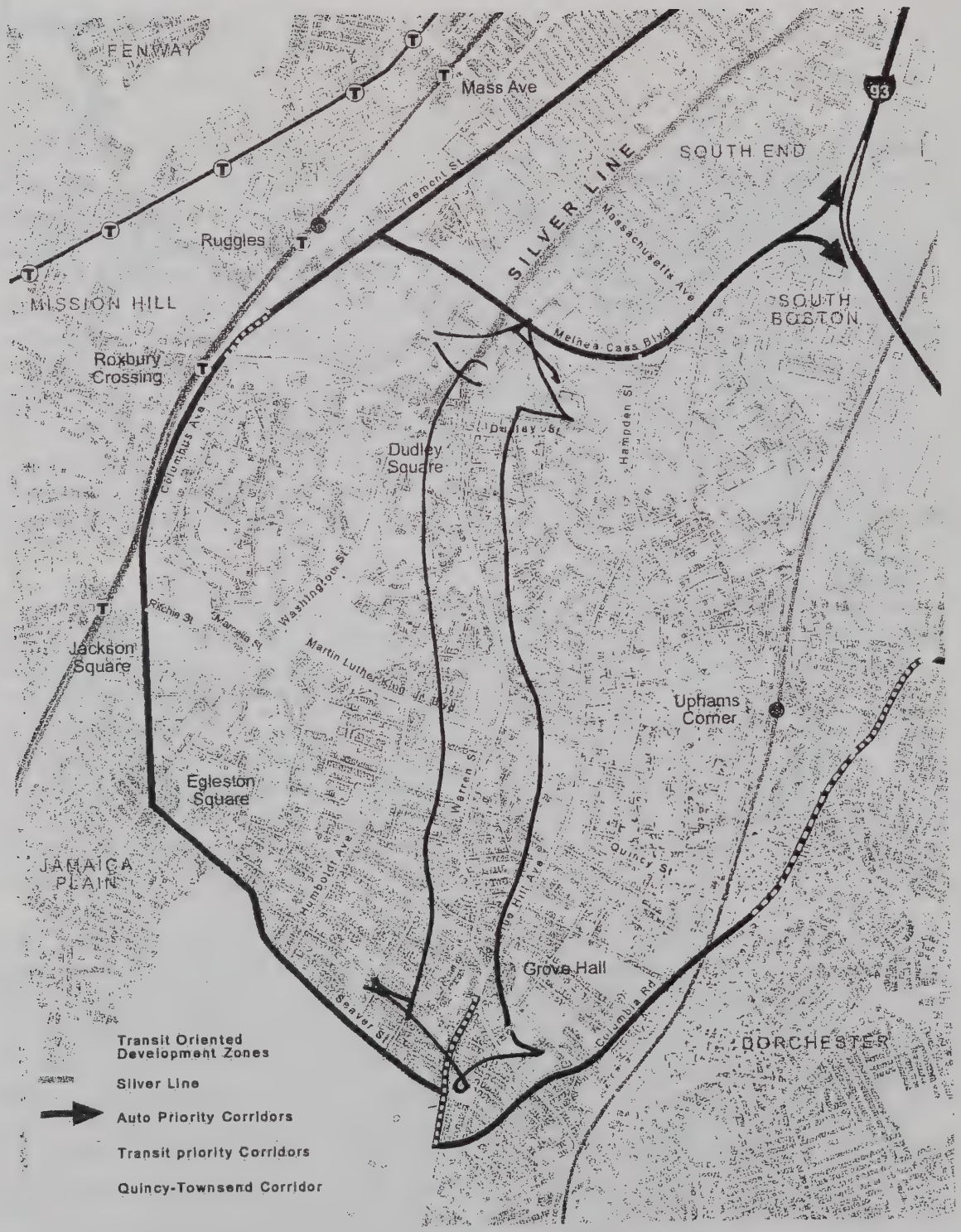
Some signals also do not provide sufficient crossing times or clearance periods, a problem of particular concern for senior citizens. Sidewalk widths also are very narrow in many areas and are inadequate to meet pedestrian demands, especially in the Dudley Square and Grove Hall areas and along Seaver Street close to Franklin Park.
At many locations, excessively wide streets encourage vehicles to speed. When those areas are also intensely used by pedestrians, it presents a safety issue. Examples of such situations include Columbus Avenue along the Southwest Corridor, Egleston Square, Seaver Street, the intersection of Martin Luther King Boulevard with Humboldt Avenue and Warren Avenue, Melnea Cass Boulevard at Washington Street, and New Dudley Street in front of Madison Park High School. Many intersections are gridlocked by vehicles, and pedestrians cannot easily get across the street, contributing to unsafe conditions in many parts of the study area.

MAP 12

Transit Analysis

12





TRANSIT PRIORITY CORRIDORS

The Roxbury community is interested in attaining a balanced and equitable transportation system that provides easy access to a wide range of work places, educational facilities, cultural facilities, recreation resources, parks and open spaces within and outside of the community. A balanced transit system must also include reliable, clean, efficient transit service that goes when and where its patrons want it. Local bus routes serving Roxbury neighborhoods and business centers today are both unreliable and often overcrowded. The radial rapid transit lines from the downtown core are located at the periphery of the neighborhood. Of these, the Orange Line primarily serves the west side of the community along the Southwest Corridor. The Fairmount Commuter Rail Line, with stops at Uphams's Corner in Dorchester and Morton Street in Mattapan, provides more limited service on the eastern edge of the community. DND has set aside several parcels of land adjacent to the Fairmount Line upgrades proposed by the MBTA. The new Silver Line Bus Rapid Transit on Washington Street will provide service between the Dudley Square business district and Downtown Crossing and eventually connect via a tunnel from the New England Medical Center to Boylston Street Station and South Station and then the Convention Center Station and Logan Airport. Currently, crosstown service that links Roxbury to adjacent employment areas to radial transit users with good access to Roxbury destinations is limited, fragmented, and subject to congestion from east-west traffic.

A balanced transportation system should provide residents with serviceable access to destinations within the neighborhood as well as to the rest of the city and the region. The street system must serve existing businesses well and also function in a manner that will attract and support new economic development without degrading the quality of life in the neighborhood with excessive traffic volumes or parking requirements.

The major regional roadways that pass through Roxbury, including Tremont Street and Melnea Cass Boulevard, generate very high volumes of automobile traffic during commuting hours while at other times cars travel at very high speeds. Both phenomena have a significant impact on the neighborhood. The balance of the roadway system is often heavily congested, in part as a result of high volumes of through-traffic. Field observations and review of available data strongly illustrate that traffic congestion, pedestrian safety, air quality degradation, bus delays, and cut-through traffic are among the community's greatest problems. Of particular concern are Dudley and New Dudley Streets, Warren Street and Columbus Avenue.

Inherently there are conflicts between the demand for parking that serves businesses and the need for sufficient resident parking. A balanced transportation system must mitigate some of the demand for off-street parking and relieve parking pressures on residential streets while providing sufficient parking to support existing and future local businesses needs. Future commercial development should occur at locations with easy access to transit, thereby reducing automobile dependency. Wherever it is practical, streets should be configured to also enhance the pedestrian experience with provisions for attractive and safe sidewalks, including street trees and appropriate lighting plus signal timing that makes it convenient to cross the street safely. Bicycling should also be promoted as a

means of travel by insuring that all streets are made bicycle friendly through better traffic enforcement.

Overall Goals for Transportation/Smart Growth

- Provide Roxbury with a public transit system that is balanced, makes connections locally and regionally and results in equitable service to the community
- Raise environmental standards for the community that sets an example for the whole city
- Improve the quality of the environment for pedestrians
- Promote and facilitate bicycling
- Balance local and regional traffic in a safe and organized manner
- Develop parking policies that balance the needs of residents, local businesses, and visitors while minimizing auto trips generated by development
- Foster working relationships with city departments, existing businesses, and institutions as well as with prospective development entities to implement the standards established in the Roxbury Strategic Master Plan

Recommended Strategies for Transportation/Smart Growth

1. **Review Bus Route Structure.** A panel of neighborhood representatives, City officials, and MBTA representatives should review the present bus route structure. The review should identify demand corridors not served by present routes and suggest adjustments in the MBTA's Service Plan to make existing routes more effective. The panel should also explore improvements in transit access to cultural venues such as the Museum of the National Center for Afro-American Artists and the Strand Theater. These institutions attract thousands of visitors a year, many of whom come by charter bus or car. The development of a comprehensive cultural plan for Roxbury requires a transit access plan that links the neighborhood to these amenities as well as establishes the neighborhood as a citywide destination.

2. **Bus shelters** should be provided in as many bus-stop locations as possible. To that end, the City of Boston, through its Coordinated Street Furniture Program with its vendor Wall USA, Inc., is in the process of installing bus-shelters along the major bus routes in the community. The implementation of the program is prioritized based on bus boarding data and minimum sidewalk depth dimensional requirements to accommodate a bus shelter. The first set of bus shelters installed as part of the program by Wall, USA was on Blue Hill Avenue in the fall 2001. Other recommended stops include bus stops along key streets in the neighborhood include Warren Street near Dudley Square, Grove Hall and its intersection with MLK Boulevard; Blue Hill Avenue near Quincy Street, New Dudley Street and Franklin Park; Columbus Avenue near Roxbury Community College and the intersection of Washington Street/Seaver Street; and New Dudley Street at Columbus Avenue near the O'Bryant School. **{Insert photo 13}**

Scan30.jpg

3. **Bus service should be complemented with a greater level of information dissemination to reduce confusion and improve utilization.** Clear and informative signage at bus stops should be a priority, especially at those stops with high number of boardings.

   This should be an integral part of the City of Boston's Coordinated Street Furniture Program. All bus shelters should be provided with a citywide bus map and travel frequency chart to better orient the rider as to direction and extent of the trip on the bus. Similar signage at stops without shelters should be implemented. At a minimum the signage should state what bus serves the stop and the bus's stops and final destination. This should be implemented citywide.

4. **Coordinate transit improvement strategies with institutions and large employers in order to increase transit ridership, decrease auto dependency and reduce the demand for employee parking in the Roxbury community.**

5. **Explore the feasibility of creating community-based shuttle services to provide improved access for Roxbury residents to important recreational, cultural, civic, shopping, and medical service destinations.** Shuttle bus services could be developed and implemented, perhaps in conjunction with local institutions (similar to MASCO in Longwood Medical Area). Non-traditional methods, including public-private partnerships, should also be encouraged as a means of improving transit accessibility to areas like Newmarket, which offers new opportunities for development.

6. **Coordinate the efforts of the Boston's Transportation Department's (BTD) Citywide transportation plan, Access Boston 2000 – 2010, with the Roxbury Strategic Master Plan.** Access Boston, a multi-report initiative, contains action plans addressing on and off-street parking, pedestrian safety, bicycling, public transportation and regional connections. The recommendations developed in the Roxbury Strategic Master Plan inform the specifics of the citywide effort. For example, LRV for Washington Street and parking ratios for new development in the area are included in *Access Boston*. **{Insert photo 14}**

7. **Plan for a mix of uses and limited parking in the vicinity of Roxbury Transit Centers.** Land use planning for Roxbury's existing transit centers, including Ruggles, Roxbury Crossing, Dudley Square, Grove Hall, and Uphams Corner should emphasize a mix of uses to enhance their economic viability and reduce the demand for vehicle use. Similar planning should also be done at proposed new centers such as the intersection of Washington Street and Melnea Cass Boulevard and the Crosstown Center at Massachusetts Avenue and Melnea Cass Boulevard. Planning at these locations should combine development incentives such as increased allowable Floor Area Ratio's with restrictions such as limits on the amount of parking spaces. Parking ratios should be restated as maximums rather than minimums, and parking areas should be designed to encourage a "park-once-and-walk " attitude.

Photo 14

Cover of Access 2000 Report

8. **Reconfigure key streets and intersections to give greater priority to transit planning consistent with the Roxbury Master Plan.** The reliability and effectiveness of bus service can be increased by improvements that include adjusting street cross-sections to create bus lanes, changing the direction of streets to gain lanes for bus use, and implementing signal preempts for buses. Warren Street/Blue Hill Avenue Corridor (south of Dudley Square to Mattapan), Dudley/New Dudley Street from Ruggles Station to Uphams Corner, Hampden Street, and Massachusetts Avenue have been identified as transit priority corridors within which these improvements should be examined.**The successful implementation of the urban ring in Roxbury, especially the Phase 2 Bus Rapid Transit (BRT) routes, will need to pass through signalized intersections controlled by the City of Boston. Coordination of these plans must occur with regard to the concept of "transit priority corridors."**

   In addition, Roadway features favoring buses such as bus lanes and queue jumps, alone or in combination with traffic signal treatment, will improve Urban Ring bus trip times and reliability compared to the current operation of cross-town buses. The Urban Ring Phase 2 BRT environmental process is currently defining the benefits and tradeoffs of such features. Analysis and discussion with municipal traffic officials to date has indicated that traffic signal coordination and active and passive signal priority are the most promising signal treatment strategies.

9. **The implementation of the Urban Ring could provide the following benefits to the Roxbury community: {Insert map 13}**

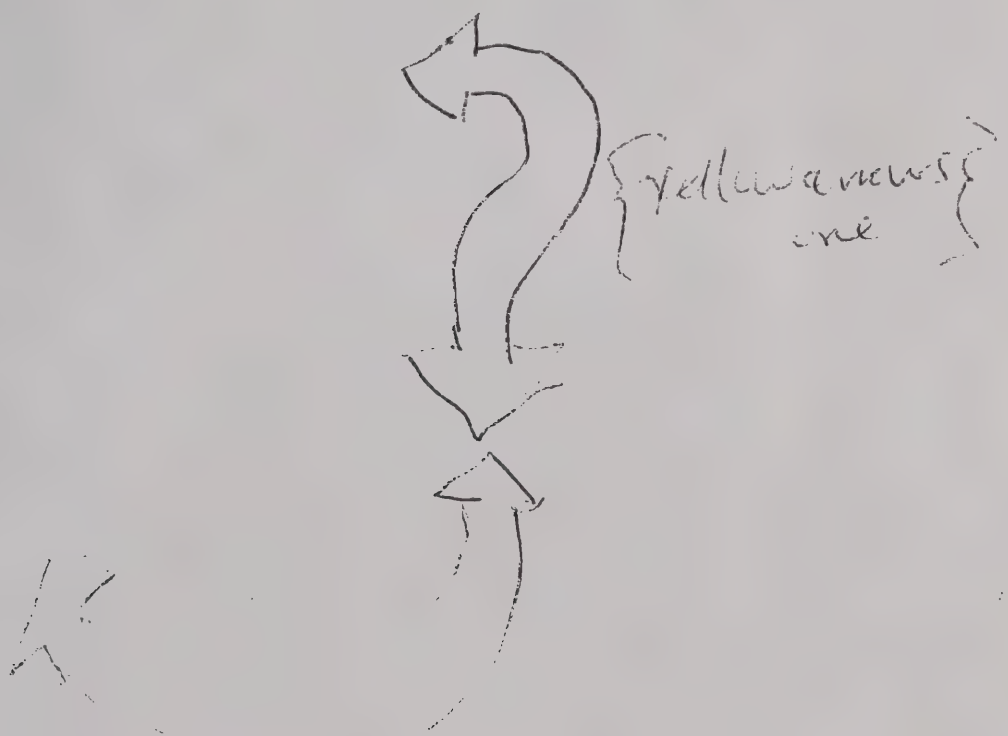
   - It will create both BRT and rail connections from Roxbury to the radial transit system and to employment centers such as the Longwood and Fenway areas, the Boston Medical Center, South Boston and Logan Airport. It is intended to improve transit connectivity in the circumferential corridor from South Boston, the Boston Medical Center area, Roxbury, and the Longwood area, the Fenway, Cambridge, Somerville, Everett and Chelsea and Logan Airport

     The Urban Ring will substantially relieve congestion of the central subway system, and in particular the Green Line. The MBTA has completed a feasibility study of the project that recommends it be carried out in three phases. The first phase would consist of augmented local and limited stop bus service throughout the corridor. The second phase would create BRT busways along Melnea Cass Boulevard, as well as between the Fenway and Cambridgeport and between Chelsea and Logan Airport in East Boston as well as the creation of New or improved commuter rail stops in the Urban Ring Corridor. The third phase would involve a light or heavy rail transit line between Dudley Square and Sullivan Square.

     The MBTA has initiated an environmental review of Phase 2 of the project. The EIS process will be the forum through which the arrangement of the busways on

MAP 13

GRAPHIC/MAP OF URBAN RING



Melnea Cass Boulevard, as well as other busways, will be handled. **This Plan recommends the Phase 2 routes directly serve Dudley Square.**

The study proposes two alternative alignments for phase 3 that includes light rail scenarios. **This Plan recommends in Phase 3, that light rail be extended from Dudley Square into Roxbury neighborhoods including Upham's Corner and then connect to the Red Line at JFK/UMass.**

- Roxbury will have broader access to the entire City and other core communities in the metropolitan area such as Cambridge and Somerville and beyond. This connection would provide more options for jobs, job training, retail, social and cultural facilities.
- Transit access to new developments in the Crosstown corridor, Dudley Square, and Ruggles Center would be improved, decreasing the reliance of these developments of the automobile. The MPO process involves the evaluation and comparison of these proposals with other proposals from throughout the region. The Access Boston process involves the evaluation of these proposals in combination with concepts for service to other Boston neighborhoods to insure that the projects as finally designed meet two broad goals: the provision of quality service, particularly for residents most in need of transit service; and the support for investment in Boston's economy, particularly in employment centers that bring jobs to all of Boston's residents. Boston's strategic transportation plan will also evaluate the package of incremental investments that can best realize these projects within the constraints of State and Federal budgets.

10. **Raise environmental justice and air quality standards in the community and the city through increased use of low-emission buses in Roxbury.** Roxbury has the more than 20 MBTA bus routes serving the area. Increased usage of low-emission MBTA buses on these routes can significantly improve the air quality in Roxbury. Further, this technology should also be extended to school buses that traverse the area. In addition, the recommendations outlines in the Dudley Square Transportation and Air Quality Study should be followed.

11. **Provide safe and commodious streetscape designs that balance the street right of way between pedestrian, bicycle and vehicular movements.** {Insert photo 15} Issues, opportunities and recommendations relating to pedestrian/traffic safety and operations are presented both at an area-wide level, and also for a series of specific areas. These areas have been identified as having unique characteristics or location-specific issues that need to be addressed. Improving pedestrian conditions in the study area call for a variety of strategies. The approach to facilitating a safe environment on the major streets, such as Columbus Avenue or New Dudley Street should be very different from that for moderate or low traffic streets, such as Martin Luther King Boulevard. On major streets, pedestrian enhancements should not constrict or excessively reduce traffic capacity. However, the community has recommended that the entire length of Dudley Street be examined in more detail to

1017
15

10.tif

PALESTINIAN LEADERS [illegible]

increase pedestrian safety. Conversely, more aggressive traffic calming measures can be deployed on residential streets with high pedestrian uses and low traffic volumes. There are certain basic safety measures that can be taken throughout the neighborhood that will greatly improve the interaction between pedestrians and vehicles. Many of these recommendations are detailed in BTD publications, *Guidelines for Major Street's* and *Guidelines for Residential Streets*.

12. **Minimize Waiting Time for Pedestrians.** Traffic signals should be timed to make the signal cycle length as short as possible and should include a concurrent walk phase where appropriate. Because a concurrent walk allows for pedestrians to cross the street in conflict with turning vehicles it should only be considered where conflicting turning volumes are low and sight lines are good. In addition, warning signs such as "Yield to Pedestrians on Turns " should be installed. When signals are changed from exclusive to concurrent phases, police should be deployed for a brief period after the changeover to ticket drivers who fail to yield to pedestrians when turning as required by the Boston traffic rules.

    In light of the confusion about use of pedestrian signals, especially among school children, understanding by pedestrians could be significantly improved through the use of international symbols rather than text "Walk " and "Don't Walk " signs, in accordance with current BTD policy. Signs explaining use of the buttons and signals should be posted at all crosswalks.

13. **Improve Intersection Designs.** Presently, the widths of Roxbury crosswalks are generally limited to about 6 feet. At many high volume locations these widths are not sufficient to meet pedestrian demands. Crosswalks at high pedestrian locations should be increased to a minimum 8 feet clear of unobstructed width in high pedestrian volume locations, with additional width added for trees and street furniture. Whenever streets are reconstructed corner radii should be as tight as possible within the requirements of vehicles and safety equipment operating in the intersection.

14. **Re-striping of lanes and crosswalks along major streets and arterials should be prioritized in Roxbury to ensure safety.** Clear lane and crosswalk demarcation is crucial for both driver and pedestrian safety. At many locations in the study area, especially near Dudley Square and Washington Streets, roadway striping is faded or missing completely, and it is difficult to figure out the number of lanes of traffic.

15. **Street lighting in the area should be reviewed.** Key intersections in the study area should be flooded with lighting focused on the crosswalks to improve pedestrian visibility without resulting in glare for drivers.

{Insert photo 16}

16. **Reduce street widths where appropriate.** Street widths can affect the pedestrian-friendliness in several ways: wide streets lengthen the distance to be crossed at intersections and facilitate speeding during off-peak times. Reducing the width of Columbus Avenue, Melnea Cass Boulevard, and Martin Luther King Boulevard

PLATE 16

16

COLUMBIA AVE.

should be considered. Any such reductions would require a detailed study of the impacts not only on other major streets, but also on surrounding residential streets in the neighborhood. A preliminary analysis suggests that Columbus Avenue and Melnea Cass Boulevard are already operating at almost peak capacity. More detailed analysis and community input should precede such interventions. Preliminary analysis suggests that Martin Luther King Boulevard has much more capacity than is really needed for the amount of traffic it carries. Narrowing this street by reducing lanes appears to be feasible.

Introducing parking lanes at times of the day when traffic volumes do not require the lanes for travel can effectively reduce speeding. Parked cars reduce travel lanes, introduce "friction " with moving cars, and buffer pedestrians from the movement of cars. This approach should be one of the techniques explored on the streets listed above.

17. **Improve the quality of roads for bicycling in Roxbury.** Bicyclists have been lawful users of Boston streets since the 1870s. State and city law permits bicyclists to use all roadways (except controlled-access expressways) and requires bicyclists to follow the rules of the road for drivers of vehicles. **{Insert photo 17}**

    All roads should be designed to be bicycle-friendly. The right-most travel lane should be wide enough for a motorist to pass a bicyclist without changing lanes, even when the bicyclist is keeping a safe distance away from parked cars and their opening doors. Detector loops used to activate traffic lights should be sensitive enough to pick up waiting bicyclists. Streets should be maintained to be free of potholes, ridges, and other hazards. Priority streets for bicycle-related improvements include Warren Street, Humboldt Avenue, Martin Luther King Boulevard, and Washington Street. These roads provide connections to important cultural and recreational uses.

    Reconstruction of Melnea Cass Boulevard, including the existing 40-foot transportation easement held by the City of Boston, must incorporate the requirements for both bicycle and transit network. The proposed Emerald Necklace Greenway is designed to make better bicycle and pedestrian connections from Franklin Park to the Arnold Arboretum and the rest of the Emerald Necklace, possibly connecting it to the Paul Dudley White Bicycle Paths on the Charles River. The Linking the Corridors project, funded by the Federal Transportation Enhancement program, will connect the Southwest Corridor Path to the Back Bay Fens via Forsyth Street. The barrier along Circuit Drive in Franklin Park near the Ranger Station should be redesigned to permit bicycle access. Glen Road and other roads in Franklin Park closed to motor vehicle traffic should be maintained with a continuous, 10-foot wide asphalt paved path.

    - **Improve traffic enforcement.** Most car-bicycle collisions happen when at least one party is violating the traffic rules. Better adherence to the rules would reduce the number of these incidents.

J Bicycle Path

48

PHOTO 17

- **Provide training for bicyclists, young and old.** Children need training in bicycle handling and traffic skills. Adults often need this training as well. The Transportation Department and the Parks and Recreation Department have collaborated on a Summer Cycling program for ages 10 to 14. These programs should continue to be supported.

- **Improve and extend the bicycle path network.** The Pierre Lallement Bicycle Path (Southwest Corridor), the Melnea Cass bicycle path, and the paths in Franklin Park should be upgraded and connected. The proposed South Bay Harbor Trail will rebuild the narrow and deteriorated Melnea Cass path and extend it to Boston Harbor via the Fort Point Channel.

- **Promote bicycling events.** Roxbury can become a popular destination for visitors to enjoy its parks and historic sites. The Tour de Graves sponsored by the Boston Parks and Recreation Department brings hundreds of bicyclists annually to Roxbury's historic burying grounds. Additional neighborhood tours could be organized, possibly as part of Bike Week (third week of May).

- **Bike racks and bicycle storage should be widely available.** Bicycle racks should be standard features of all major roadway reconstruction projects and of non-residential and multifamily development.

18. **Establish a street hierarchy that effectively and efficiently serves the needs of residents, visitors, commuters and businesses.** Roxbury's roadway system includes important connector streets such as Warren Street, Humboldt Avenue, and Blue Hill Avenue that run through the heart of the neighborhood, and provide good connections to every part of the neighborhood. Washington Street, Columbia Road, Columbus Avenue and Blue Hill Avenue, provide generally good connections to the regional roadway network, including I-93 in the Southeast Corridor, Tremont Street in the Southwest Corridor, and Melnea Cass Boulevard in the Crosstown corridor. Dudley Street and Seaver Street are the major east-west connectors to other neighborhoods in the city.

    The study has reviewed street hierarchy classifications and the functional characteristics for major streets in the study area, which include Columbus Avenue, Warren Street Dudley/New Dudley Street. Based on the volumes carried on each street and the proposed functions of the street, a new classification is proposed. This classification takes into account the proposed role that some of these streets are expected to play in the long term. For example, MLK Boulevard has been downgraded from an arterial to a connector to reflect its function as a street providing connections within the neighborhood rather than regional connections.

19. **Analysis should be conducted to mitigate problems in high accident locations in the future.** The plan has identified the high-accident locations in the study area. These are identified as locations that had more than 20 accidents in a 3-year period between 1996-1998.

20. **Traffic signal operation should be synchronized on selected major streets, giving preferential treatment for buses.** Efficient traffic operations are important both as an air quality issue, and as a means for ensuring continuous and uninterrupted flow of buses along the transit-priority corridors. Traffic operations and control improvements should also be studied in more detail and modified as required in locations such as the intersection of Dudley Street/Warren Street/Harrison Avenue and Blue Hill Avenue/Dudley Street where available information suggests that these intersections do not perform very well during the peak hours.

21. **Traffic calming measures should be implemented for specific locations and neighborhoods.** A general package of traffic calming techniques should be employed including signage, circulation changes, signalization, street and intersection design modifications, landscape treatments, curb-extensions, raised crosswalks, raised intersections, chicanes and other means to increase safety and visibility for pedestrians and vehicles alike, and to reduce traffic speeds and cut-through traffic on residential streets. **{Insert map 14}**

    The master plan has identified preliminary alternatives for the Quincy/Townsend corridor that can be used as strategies for a continuous east-west traffic corridor, a one-way street combination that reduces cut-through traffic, or for a paratransit corridor that provides a much-needed east-west connection in the southern part of the study area.

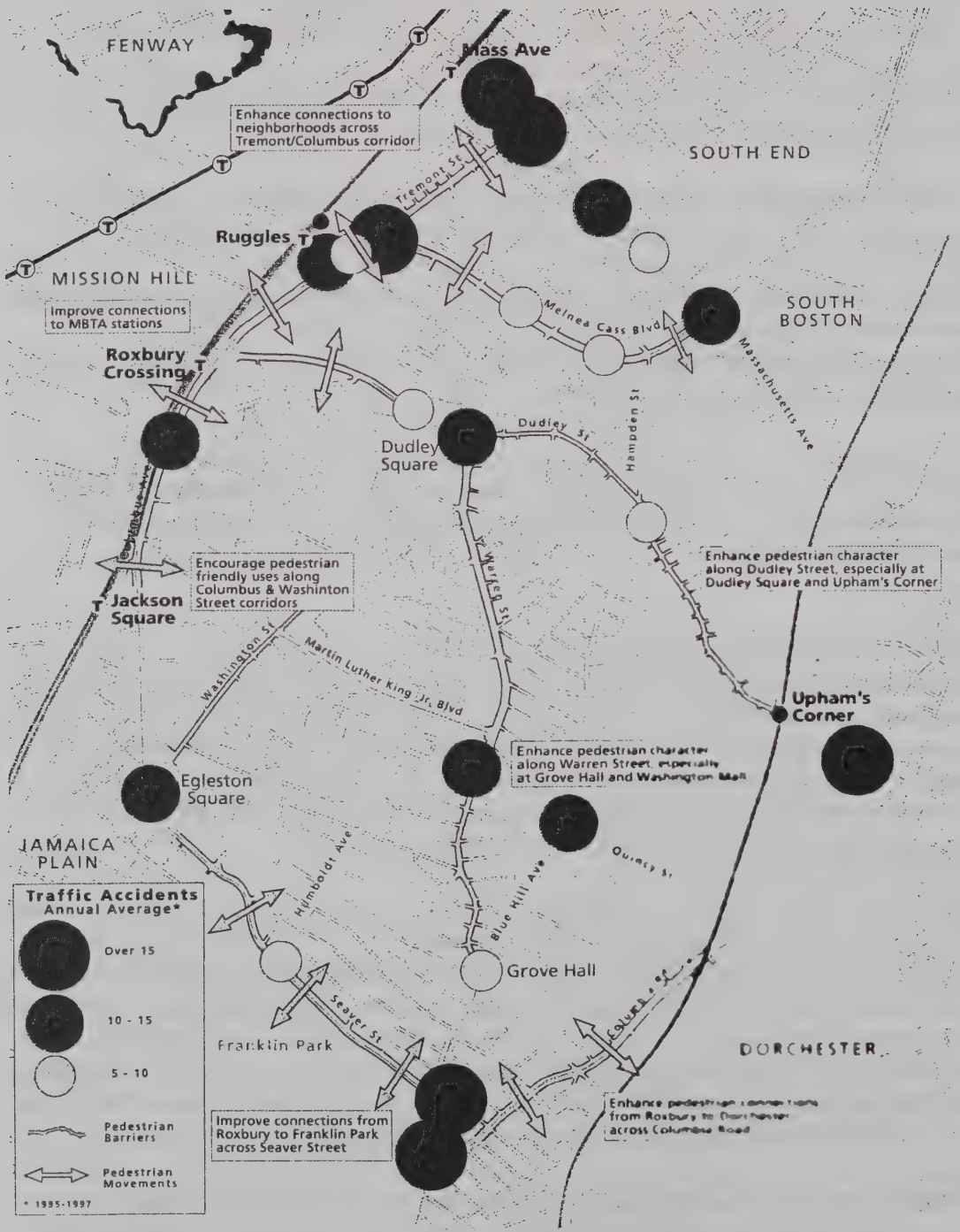
22. **Establish neighborhood-specific strategies that respond to the local needs.** Neighborhood-specific parking strategies should be developed with neighborhood associations. Areas like Grove Hall, Egleston Square and Dudley Square face intense pressure for parking from residents, commuters and local business patrons. In such areas, preferred locations for additional parking should be identified when it is determined that adding more parking is appropriate. Siting such facilities will be an ongoing effort related to changing development pressures.

23. **Resident Parking Program.** Resident parking programs in selected locations could address some of the community's problems posed by non-resident parking. Local neighborhood organizations and residents should be informed about the City's resident sticker program, including detailed steps as to how a neighborhood could get a resident parking program. Limiting available parking within neighborhoods to residents only, is an option that should be considered selectively for some residential neighborhoods like Moreland Street, Mt. Pleasant, and Highland Park, and for areas near MBTA stations, to minimize the use of on street parking by commuters.

24. **Establish context-based parking standards for new development.** Parking standards should be tailored to meet development needs and provide enough spaces so that parking does not spillover onto local streets. Site specific parking standards and ratios for new development in one or more key locations should be established that considers both residential and non-residential uses. In the recently released parking report in Access Boston, Boston's Citywide Transportation Plan, the Boston

Traffic Accidents

MAP 14



14

Transportation Department established District Based Parking Goals. The goals have been established for the entire City, but have been broken down by neighborhood, and in some cases, sub-neighborhooods.

The guidelines for Roxbury are shown below:

Location: Office/Non-Residential spaces/KSF, Residential spaces/unit

- Crosstown: .75-1.0 spaces/KSF, 1.0-1.5 spaces/unit
- Dudley Square: .75-1.0 spaces/KSF, 0.5-1.0 spaces/unit
- Roxbury: 1.0-1.5 spaces/KSF, 1.0-1.5 spaces/unit
- Roxbury (near transit): .75-1.25 spaces/KSF, .75-1.25 spaces/unit

25. **Encourage institutions, cultural and entertainment venues to apply demand management and shared use parking standards**. This can be accomplished through 1.) Exploring shared-use (on-off peak hours) of existing parking facilities, 2.) Providing transit vouchers, and 3.) Validating parking. A system of shuttles to designated parking facilities could be implemented to relieve non-resident parking on local streets.

26. **Forbid all stand alone (remote/commuter) parking.** The community, the working group, and numerous other organizations have voiced their unanimous opposition to stand alone (remote/commuter) parking within the Roxbury Neighborhood District for any and all parking that does serve the needs of the Roxbury community. It is recommended that the BRA take immediate action to amend the Roxbury Neighborhood District zoning text to make all parking lots and garages that primarily serve as a remote/or commuter parking facilities forbidden uses. These provisions would not apply to projects in progress such as the parking facilities at the Crosstown Center and Modern Electroplating sites or other parking limited to that which is required by Roxbury Zoning Article 50.

{Insert map 15}

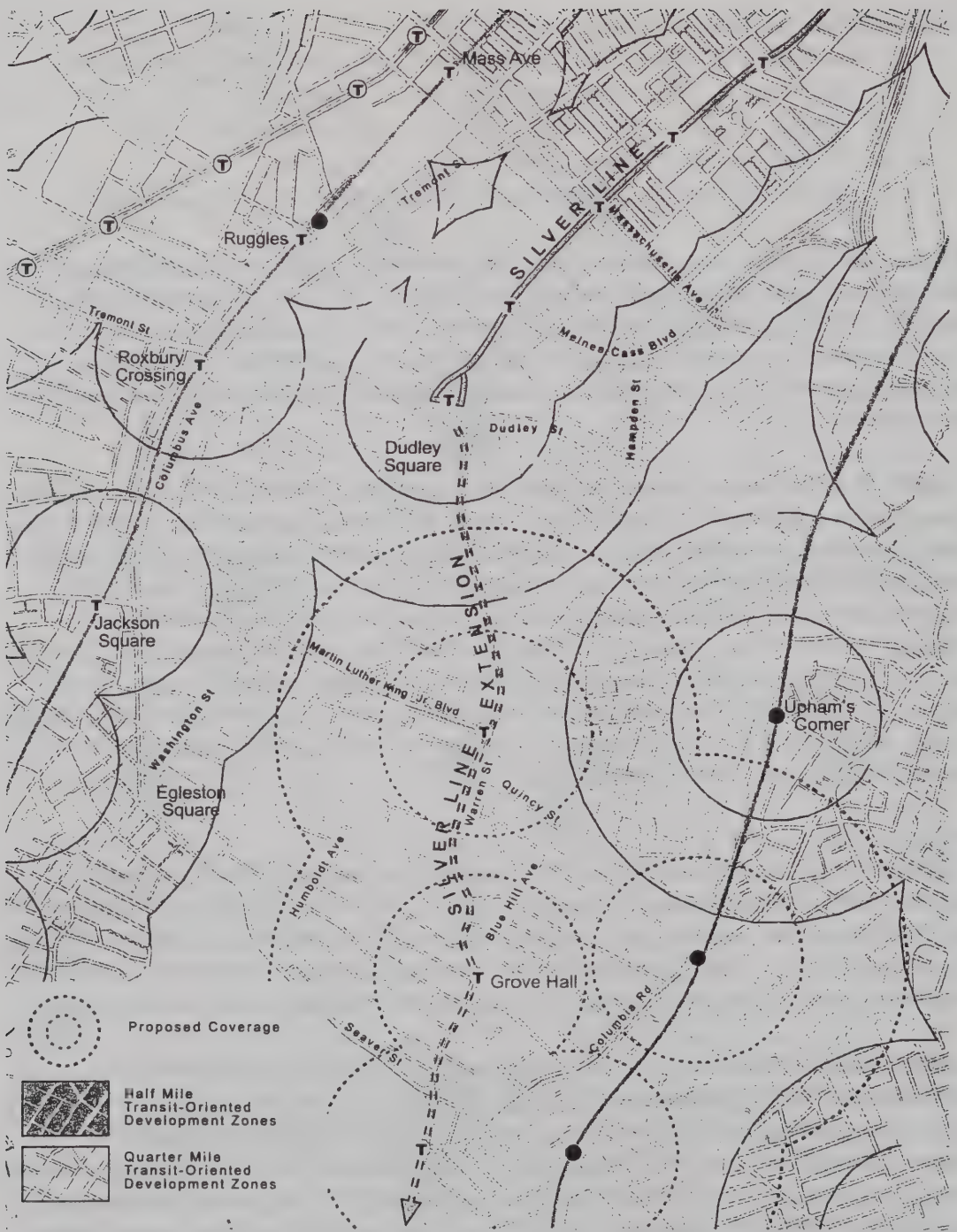
27. **Consistent with Transit-Oriented Development principles, limit parking in public transit station areas.** Develop land use plans for areas within a quarter-mile radius (five-minute walk) of public transit stations that limits the amount of parking spaces in the areas. Parking ratios should be stated as maximums rather than minimums, and design parking areas to encourage a "park-once-and-walk " attitude.

28. **Apply a comprehensive approach to the review of traffic impacts of new developments in the community.** A large proportion of traffic using the streets in Roxbury is passing through seeking access to and from the regional highway network, in particular the I-93 Expressway. The streets in Roxbury therefore not only serve the community, but the adjacent areas including the Longwood Medical Area, Newmarket and the BU Medical Center. New development proposed in and around Roxbury may not have substantial impacts individually, however, the cumulative impacts can be significant. The situation may improve somewhat with the completion of the Central Artery project, and although traffic patterns might be redefined, congestion within Roxbury will still need to be managed.

MAP 15

T.O.D. coverage

15



29. **Continue to encourage institutions and commercial centers like Dudley Square to establish Transportation Management Associations (TMAs).** The presence of several large institutions and employers in and around the neighborhood offers an opportunity to establish TMAs that reduce single occupancy vehicles and encourage transit use. Businesses located in Dudley Square, Grove Hall, and Crosstown should be encouraged to form TMAs.

30. **Form a committee for the continuous monitoring and evaluation of traffic and public transit service in the Roxbury neighborhood.** The identification and timely notification of deficiencies, improvements, suggestions for increasing service reliability and operational frequency, and expanding hours of are some of the tasks that the committee could be responsible for.

31. **Link Federally Funded Transportation Initiatives to Job Training Opportunties.** Federal dollars from ISTEA and TEA 21 are used for transportation studies and improvements to local communities. Research the possibility of whether these funds can generate Job Training and Economic Development Opportunities for Roxbury residents.

Transportation as Economic Development

Overview

The next generation of transportation projects will emerge from planning processes conducted at the city and regional level. The City of Boston, through the Boston Transportation Department, in May 2002 issued a city-wide transportation plan, *Access Boston 2000-2010* .The Metropolitan Planning Organization (MPO) is responsible for preparing a transportation agenda through which it programs future capital projects. The MBTA adopts a long-range (25 years) capital plan as well as an annual bus service program. The goals and strategies that are recommended in this document are intended to inform and guide these citywide and regional efforts. Transportation is approached not only as a key element for a safe and quality neighborhood, but also as an important economic engine both in terms of jobs and businesses.

Recommended Strategies for Transportation as Economic Development

1. **Improve the quality of transit service for residents seeking access to neighborhood business centers and services.** Roxbury's network of 18 local bus routes, organized primarily to feed the subway system, contains some of the MBTA's most heavily patronized routes. Dudley Station is the busiest bus transfer facility in the system. Strategies to improve the quality of bus service include recommendations for improvements to current bus operations as well as for long-range capital projects. While Roxbury has extensive bus-service, some routes carry many more passengers and are more subject to crowding than others. Increasing reliability of these services and improving schedule adherence are major components that require constant monitoring. These routes include (average daily boardings):
    - Route 15 Uphams Corner -Ruggles, via Dudley (6,800)
    - Route 23 Ashmont -Ruggles, via Grove Hall (12,900)
    - Route 28 Mattapan -Ruggles, via Grove Hall (13,000)
    - Route 66 Harvard Square -Dudley, via Allston (10,700)

2. **Develop more reliable cab service to, from and within Roxbury.** This may mean getting more ownership of taxi service from the community for local service. This is a similar problem for neighborhoods like East Boston.

3. **Enhance Roxbury's transit accesses to employment, cultural, recreational and shopping destinations within the City and region.** The community relies on local buses and two limited stop crosstown bus routes that pass along the eastern edge of the community on Melnea Cass Boulevard for access to and from some of the region's major employment centers, including downtown, the Boston Medical Center, Longwood, and Newmarket. These routes require better travel times, more frequent service, and fewer transfers to adequately address the community's needs.

Many employment opportunities in the Boston metropolitan region require reverse commuting (commuting away from downtown). Transit service modifications should be designed to improve the connections to employment opportunities that exist along the Route 128 and 495 corridors. A commuter bus system linked to employment centers at Routes 128 and at 495 should be integrated with existing and proposed transit routes and facilities.

Some routes require service to extend into non-peak hours, or require additional off-peak service, in order to provide important connections to cultural, recreational and shopping destinations. It is important that expansion of service hours be on weeknights as well as weekend nights to facilitate access to jobs. The following routes require such improvements:

- Route 8 (Harborpoint/UMass – Kenmore Station, via Dudley)
- Route 15 (Uphams Corner – Ruggles, via Dudley)
- Route 19 (Fields Corner – Ruggles, via Grove Hall)
- Route 28 (Mattapan – Ruggles, via Grove Hall)
- Route 42 (Forest Hills – Ruggles, via Egleston Square)
- Route 44 (Jackson Square – Ruggles, via Seaver Street)
- Route 45 (Franklin Park Zoo – Ruggles, via Blue Hill Avenue)
- Route 66 (Harvard Square – Dudley, via Allston)

4. **Take better advantage of Roxbury's existing and proposed public transportation infrastructure by concentrating development around transit stations in accordance with transit-oriented development (TOD) principles.** The presence of major transit centers both within and along the edges of the neighborhood present strategic opportunities for new development within Roxbury. Concentrating new housing and mixed-used development at transit nodes allows more residents, shoppers, and workers convenient access to public transportation and reduces the demand for automobile use. Locating new development near transit areas in Roxbury will also take advantage of rapid transit lines that have capacity for additional ridership.

5. **Implement Transportation Capital Project.** The Metropolitan Planning Organization (MPO) will create a revised 25-year regional transportation plan in 2004. The Boston Transportation Department, as part of the citywide transportation plan *Access Boston,* recently developed a report focused on Public Transportation and Regional Connections in the spring of 2002. The report assesses the many roadway and transit projects that have been proposed for consideration throughout Boston and develop approaches to integrating them into systems and comparing their relative strengths and weaknesses. Among the Roxbury capital projects that are under consideration in both the MPO plan and Access Boston are:

   - Silver Line Phase 3, which would link the Washington Street BRT service with the South Boston transitway.
   - Extensions of the Silver Line to serve Grove Hall, Mattapan, and Codman Square.

- The conversion of the Washington Street service to Light Rail with connection at Boylston Station and service to either Park Street Station via the existing tunnels or South Boston via conversation of the Silver Line Phase 2 and 3 bus tunnels to light Rail.
- The Urban Ring project, which will be implemented in phases, each added to the prior one.
- Phase 3 of the Urban Ring would **add** either Light Rail or Orange Line service from Sullivan Square to Dudley Square to the previously implemented Phase 1 Crosstown bus and Phase 2 BRT services. Neither the current MBTA nor MOP plans recommend extending Light Rail or Orange Line service into Uphams Corner connecting with the Red Line at JFK/UMASS Station.
- The Indigo Line, which would increase service frequency and station stops on the Fairmount Commuter Rail line; extensions of the Indigo Line rapid rail service concept to link it to an east-west rail service to Allston Landing, and;
- These capital projects provide opportunities for local business and employment for residents. The City should work closely with community groups and local business, and unions, to ensure that information about upcoming construction and business contacts is widely distributed; the types of jobs generated by these projects should be projected as far in advance as possible.

6. **Roxbury should take advantage of the reauthorization of federal transportation funds.** The Transportation Equity Act-21 (TEA-21) as well as other federal legislation implemented by the Department of Housing and Urban Development (HUD) and the Department of Labor are resources that can be directed towards job training and the generation of new businesses. As these initiatives are conferred or reauthorized, Roxbury and Boston elected and state officials should help direct resources to Roxbury and other neighborhoods.

Housing

Overview

Many residents identify themselves with one of the several sub-neighborhoods that make up Roxbury. Each sub-neighborhood has distinctive qualities characterized by diverse housing types ranging from single family to triple-deckers to multi-family housing blocks. Where new development occurs, it should be designed to be compatible with the surrounding houses and not compound traffic and parking problems. The approach to housing in Roxbury must facilitate the development of a mix of housing types at levels of affordability that allow residents of various incomes to remain in the community in suitable housing. It is a priority for Roxbury residents that neighborhood-housing strategies also take into consideration the requirements of elderly and disabled persons. There is a great respect for elders in the Roxbury community and a strong desire to make sure that they are provided with quality living situations.

Transit-Oriented Development

The Roxbury community can greatly benefit from new and innovative ideas concerning the development of housing that takes into consideration issues of traffic congestion and the ready availability of transit service. Transit-Oriented Development is an approach that advocates placing higher density housing and mixed-use development near transit stations. Consequently, more residents can have access to public transit and benefit from the services that mixed-use development can provide. Opportunities for Transit-Oriented Development in Roxbury include areas around the Ruggles, Roxbury Crossing and Jackson Square MBTA stations, Dudley Square, Upham's Corner and in the future, Grove Hall. should the Silver Line be expanded there in future phases.

Housing Trends **{Insert photo 18}**

Housing demand in the region has resulted in tremendous demand for housing throughout the city of Boston. Roxbury in particular has experienced one of the sharpest increases in housing prices. Driven by its close proximity to downtown, its stunning residential housing stock and its adjacency to other high-priced neighborhoods such as Jamaica Plain and the South End, the price of a three family home rose 117% between 1997 and 2001. Roxbury's advertised asking rents for a two-bedroom unit increased by 89%between 1995 and 2001. However, Roxbury has one of the lowest rates of owner occupancy for 1,2 and 3-family properties, 58.2% versus 70.8% citywide. In addition, according to a 1996 study by the Department of Neighborhood Development and Boston's Fair Housing Commission, 49% of Roxbury's housing developments were subsidized, more than double the city's rate of 19%. By the year 2000,the percentage of the government-assisted housing stock sheltered from the market exceeded 50%, as compared to 20% citywide.

Keeping Roxbury Residents in the Community

While many Roxbury residents have enjoyed the benefits of the strong economy, many fear that these and related forces will push some residents out of the neighborhood.

Scan161.jpg (1172x780x16M jpeg)

181

Portable housing - Sheet

Housing production in the region has failed to keep pace with new demands created by job growth, and as a result, tremendous pressure has been placed on home sale prices and rents. As more and more working families are being priced out of the market, additional demand falls upon the stock of subsidized housing. As a result, an affordable housing deficit has occurred in the region.

The high number of subsidized units has caused some residents to advocate for a greater balance of incomes in Roxbury and for an increase in homeownership, both affordable and market rate. Many residents agree that it is important to encourage economic diversity and provide housing for a mix of incomes in all new housing developments, both rented and owned. The community has not voiced disagreement about the critical importance of the existence and the maintaining of high quality subsidized housing; the goal is for a balance of housing types.

Overall Goals

There are four key components for any strategy aimed at ensuring Roxbury has an adequate and affordable supply of diverse housing stock to meet the needs of residents. Planning for these components will be pursued in ways that respect the physical and social diversity of Roxbury and enhances the integration of housing with transportation and economic development. These four components reflect the concerns and suggestions made in many meetings with residents and community leaders:

- **Maintenance and expansion of affordable and decent housing**
- **Strategies for increasing individual and cooperative homeownership rates**
- **Design and planning of innovative housing and its integration with the neighborhood's social and economic structure**
- **Maintaining and enhancing the quality of public and subsidized housing**

Maintenance and expansion of affordable housing

The ability to access housing resources at the city, state and Federal levels is integral to housing production and preservation. High quality, affordable and accessible housing is important to new and existing employers and to neighborhood residents. The availability of good housing that meets the income capacity of prospective employees is an important consideration in business location decisions. The Mayor's housing strategy calls for an increase in city support and resources for the development of citywide housing initiatives. These programs provide essential assistance to organizations, institutions and residents working to increase the amount and quality of the housing stock in Roxbury.

In the Spring of 2000, Mayor Thomas M. Menino convened a panel of advisors to assist in formulating a new housing strategy for the City of Boston to meet its housing demand. In October 2000, the Mayor published *Leading the Way: A Report on Boston's Housing Strategy FY2001-2003*. This strategy outlined the city's campaign to increase the supply of housing resources and preserve and protect Boston's affordable housing supply. It

focussed the efforts of the city's housing agencies to ensure that the units created serve people across the income spectrum. In total, the housing strategy targets public and private investment of more than $2 billion over the next three years.

Roxbury has been a major beneficiary of the *Leading the Way* plan. Through the combined efforts of the DND, BHA, BRA and ISD, the city has met or exceeded most of its goals. Major accomplishments include:

- 7,726 new units of housing permitted
- 2,244 of affordable units permitted
- 1,032 units of vacant public housing renovated
- 3,142 at-risk federally subsidized units preserved
- More than 1,000 units of housing made available to the homeless
- 401 parcels of city-owned land made available for affordable development and another 508 parcels on track to be offered through 2006
- Abandoned residential buildings reduced by 33%

The Roxbury Strategic Master Plan focuses on specific programs and initiatives that maximize opportunities for Roxbury residents to meet the goals developed through the community process. The following goals and strategies, while specific to Roxbury, incorporate the spirit of the Mayor's Leading the Way strategy and, in some cases, reflect its specific priorities. There are several strategies that reflect the City's partnership with Roxbury regarding subsidized housing policies and practices, including:

Recommended Strategies

1. **Explore opportunities to adaptively re-use formerly non-residential buildings that might become residential**. Consider lofts in former warehouses and industrial and commercial buildings in the Dudley Square and Hampden Street areas. Housing should also be encouraged above first floor retail in order to promote safety and visibility for both shopping and living and to create vibrant 18-hour commercial districts.

2. **Build housing on publicly held land.** The city has been underway with a Housing Initiative for three years as part of the Mayor's *Leading the Way* strategy. One of the priorities has been to inventory DND and BRA-owned property that is zoned for residential uses and develop a schedule to advertise their availability for redevelopment in a timely way. Much of the inventory consists of small, scattered sites within neighborhoods throughout the city of Boston including Roxbury. In some cases, the BRA and DND work together to adjoin adjacent parcels of publicly held land into single development sites to create better redevelopment opportunities.

3. **Maximize Affordable Housing Units.** In keeping with the affordable housing needs as identified in *Leading the Way,* the goal is to maximize the number of affordable housing units developed on publicly-owned land. A majority of units created by DND on city-owned property are affordable. As the city's agency responsible for the disbursement of all public funds for housing, the Department of Neighborhood

Development offers the property for sale and redevelopment with the intent to subsidize potential projects with the Federal, state and city subsidies for affordable housing. The BRA aims to maximize affordable housing subject to local community objectives, the realities of the market and financial feasibility. RFPs are issued under various development programs.

4. **Work with private, institutional and community-based organization landowners to encourage and facilitate housing production on vacant land and buildings where appropriate.** The Boston Home Again resources and Rental Development programs are available for private developers through the Department of Neighborhood Development.

5. **Explore the creation of a community land trust.** Members of the community are encouraged to work with community-based organizations to explore the use of a Roxbury community land trust to acquire and develop vacant parcels or abandoned buildings for homeownership opportunities. The business community, private institutions and local foundations should also be approached to support this effort. Other ways of ensuring permanently affordable housing should also be investigated, such as affordability deed riders that never expire or non-profit and tenant ownership vehicles.

Strategies for increasing individual and cooperative homeownership rates

1. **Utilize existing city programs to educate and assist would-be homebuyers.** There are many existing city programs that Roxbury residents can take advantage of. These include Homebuyer 101, Boston Home Certificate Initiative, 1ST HOME Program, Boston Home Sites Program and Home Again Program. All of these programs are described in *Leading the Way*.

2. **Expand city programs that help aspiring homeowners understand the benefits and challenges of owning a home.** Market to the community a variety of approaches to home-ownership including grants, education classes, reduced interest loans and incentives and programs designed to increase levels of homeownership. See *Leading the Way*.

3. **Explore and encourage alternative forms of home-ownership.** These alternatives include cooperative housing, condominiums and other structured ownership of multi-family units.

4. **Develop a housing strategy specifically geared to the needs of senior citizens such as the Senior Vacant Units Program**. Affordable and Assisted Housing for Seniors are initiatives that combine city-owned and privately acquired property with Federal, state and city funding to create affordable housing for seniors. The **Senior Vacant Units Program** helps elderly homeowners remain in their current homes, if they wish, by reclaiming their vacant units, adding to their income and creating affordable apartments.

5. **Monitor the number of housing units for disabled residents that are available in the community and encourage more housing developments that have sufficient numbers of units that require full Americans with Disabilities Act (ADA) accessibility.** All new housing in the city requires that 5% of the units of housing in a development with 20 units or greater must have accessible units that are fully ADA-compliant for disabled persons. For housing developments with 12 units or more, ADA units must have access to the first floor and in the elevator and hallways. The costs for building units that are fully accessible with all the special features required tends to raise the cost of the construction. Building housing developments with larger numbers of units are the most advantageous for the disabled community. Where these units are located in the community is often another important factor if a disabled person is dependent on public transit and the ease of having neighborhood services that are in close proximity. The city's initiative to promote the study and implementation of Transit-Oriented Development where appropriate addresses many of the mobility problems that the disabled and the senior community face. **{Insert photo 19}**

PHOTO 19

44

19

6. **Provide housing for the disabled through programs such as Non-Elderly Disabled Vouchers for persons with disabilities provided by the Boston Housing Authority.**

7. **Continue to utilize and expand abandoned and vacant housing initiatives.** The city provides programs that the community should take advantage of to reoccupy vacant and/or abandoned units and return them as affordable housing. As outlined in *Leading the Way*, the initiatives include such programs as Abandoned Building Campaign, Receiverships, Vacant Apartment Project and Senior-Owned Vacant Apartments. **{Insert photo 20}**

8. **Advertise housing programs available to City of Boston residents.** Analyze neighborhood level census-data upon release, posting demographic, housing and economic data on the city's web site. Advertise housing programs available to City of Boston residents and create partnerships for information dissemination with community development corporations and other community groups.

9. **Implement an advertising campaign that targets those households that are eligible to benefit from City services**. There are a variety of housing programs sponsored by the city and non-profit organizations as well as educational programs.

10. **Establish a mechanism to advocate for ongoing and measurable city, state, Federal and private funding support for housing.** Existing housing resources are valuable community assets and need to be preserved. It is of critical importance to establish a sound, consistent method that tracks and quantifies the disbursement of city funds. Knowing about and accessing the resources is essential for expanding housing opportunities. **{Insert photos 21 and 22}**

11. **Examine tax policies and recommend strategies to support current homeowners.** A key goal of the Plan is to ensure that current residents can remain in their homes. To that end, current tax policies should be examined and modifications suggested in order to provide incentives that enable homeowners to stay in their homes. New strategies should be developed and existing programs promoted to provide financial support and resources, including low interest rehabilitation loans for low-and moderate-income residents who want to remain in the neighborhood but need funds for maintenance and repairs.

12. **Utilize "Don't Borrow Trouble," the city of Boston's (DND) comprehensive predatory lending awareness and foreclosure prevention program.** This program includes a Department of Housing and Urban Development, Federal Deposit Insurance Company and U.S.Conference of Mayors award-winning educational campaign that is combined with one-on-one refinance and foreclosure prevention counseling offered by Boston Home Center staff as well as by foreclosure prevention specialists from local non-profit housing agencies.

PH02:20

20

PHOTO 22

WARRANT HOUSE

18 PHOTO 21

13. **Encourage local community organizations to monitor and reduce discrimination in lending practices.** Hold lending institutions accountable to CRA regulations. By encouraging residents to receive credit counseling and homeownership training, predatory lending practices can significantly be reduced. Banks can further support these activities by sponsoring training sessions and education classes.

14. **Provide strong code enforcement of existing guidelines and policies**. These codes need to be strictly and equitably enforced. Investigate how funds can be linked with enforcement to help income-qualified homeowners make necessary repairs.

15. **Promote awareness of the free Homeowner 201 six-hour course covering property management/maintenance, landlord training, and personal financial management.** Though required for those who wish to receive financial assistance through the DND's Boston Home Certificate Initiative, DND, the course is open to anyone. Graduates are eligible for discounts with several local insurance agencies and hardware stores.

16. **Approach potential partners to donate materials and time.** In addition to the partnerships between the government and non-profit, for-profit, and institutional developers, other philanthropic partnerships can be a valuable tool in the creation of new housing. Architects could be approached to design housing prototypes pro-bono. Youth Build, a Roxbury-based organization that provides training in construction skills for youth and young adults, or Habitat for Humanity, can partner with the community to work on building or renovating homes. Approach entities such as Home Depot or Boston Building Materials Coop to donate materials to build housing. The best support for this type of initiative may come through a community-based initiative through a community development corporation or a faith-based organization.

Designing and planning of innovative housing

Below are some general strategies for planning of housing. Specific design guidelines for housing can be found in the *Community-Wide Urban Design Guidelines* section.

1. **Create the opportunity for sub-neighborhoods to comprehensively plan for development in their area.** The Roxbury community should be engaged by the city at the earliest possible juncture to comprehensively plan for development on public parcels and the preparation of Request for Proposals. Equally important, the community must take the initiative to participate fully in that process. The Plan sets up a multi-phased community review process for the disposition of publicly owned parcels in the *Implementation and Governance* section.

2. **Sub-neighborhood Studies.** The BRA, in collaboration with other city departments such as DND and BTD, is involved in sub-neighborhood studies through projects such as the Dudley Square Transportation and Air Quality Study, the Grove Hall Housing on Main Streets Initiative, the Uphams Corner Transit-Oriented

Development Study and the Highland Park Study. These studies recognize that each neighborhood has varied goals, architectural styles and histories and that the sub-neighborhoods should be given the opportunity to create their own housing goals, set density preferences and an affordable/market rate unit mix. Where these sub-neighborhood studies have been completed and/or are currently guiding development projects, their goals and preferences are grand-fathered as part of the Roxbury Master Plan. An example of one such plan is the Blue Hill Avenue Study completed by the Blue Hill Avenue Initiative Task Force.

3. **Increase density and height guidelines on sites within the immediate vicinity of transit stops.** Transit-Oriented Development should be encouraged by lowering the parking ratio for housing sites immediately adjacent to rapid transit stops on the Orange Line, the Silver Line and the Urban Ring when constructed. Each neighborhood, through community forums, will need to discuss the implicit tradeoffs relative to marketability versus potential parking impacts on adjacent residential streets. **{Insert maps 16 &17}**

4. **Expand city programs that publicize the properties and actions of negligent owners.** Many abandoned buildings are privately owned. DND annually surveys vacant buildings. Privately held abandoned properties are listed on the web at www.cityofboston.gov/dnd to encourage owners to either sell or renovate their properties. Attracting the public eye to negligent owners may conceivably give incentive to such owners to renovate their properties. The city of Boston has instituted several vehicles for making homeowners and absentee property owners accountable to the community for the maintenance and upkeep of their property. See *Leading the Way* for programs that assist in this endeavor.

5. **Work with the Massachusetts Housing to ensure the continued affordability of approximately 1,800 housing units under the Demonstration Disposition Program.**

Maintaining the quality of public housing

1. **Maintain the affordability of Federally financed rental units** by helping the city to support initiatives such as Tracking and Intervention, Tenants at Risk Program and Housing Preservation Agreements. These programs are described in *Leading the Way*.

2. **Rehabilitate and fully reoccupy Boston's public housing.** The Boston Housing Authority's Capital Improvement Program and HOPE VI program are initiatives by the BHA that are working to this end. Examples include the successful completion of the Orchard Gardens public housing redevelopment in Roxbury and Mission Main project in the nearby Mission Hill neighborhood.

3. **Review options, where appropriate, to mix housing development with commercial uses on large parcels**. Publicly-and privately owned vacant or

MAP 16

MAP OF FIGURE GROUND 1964

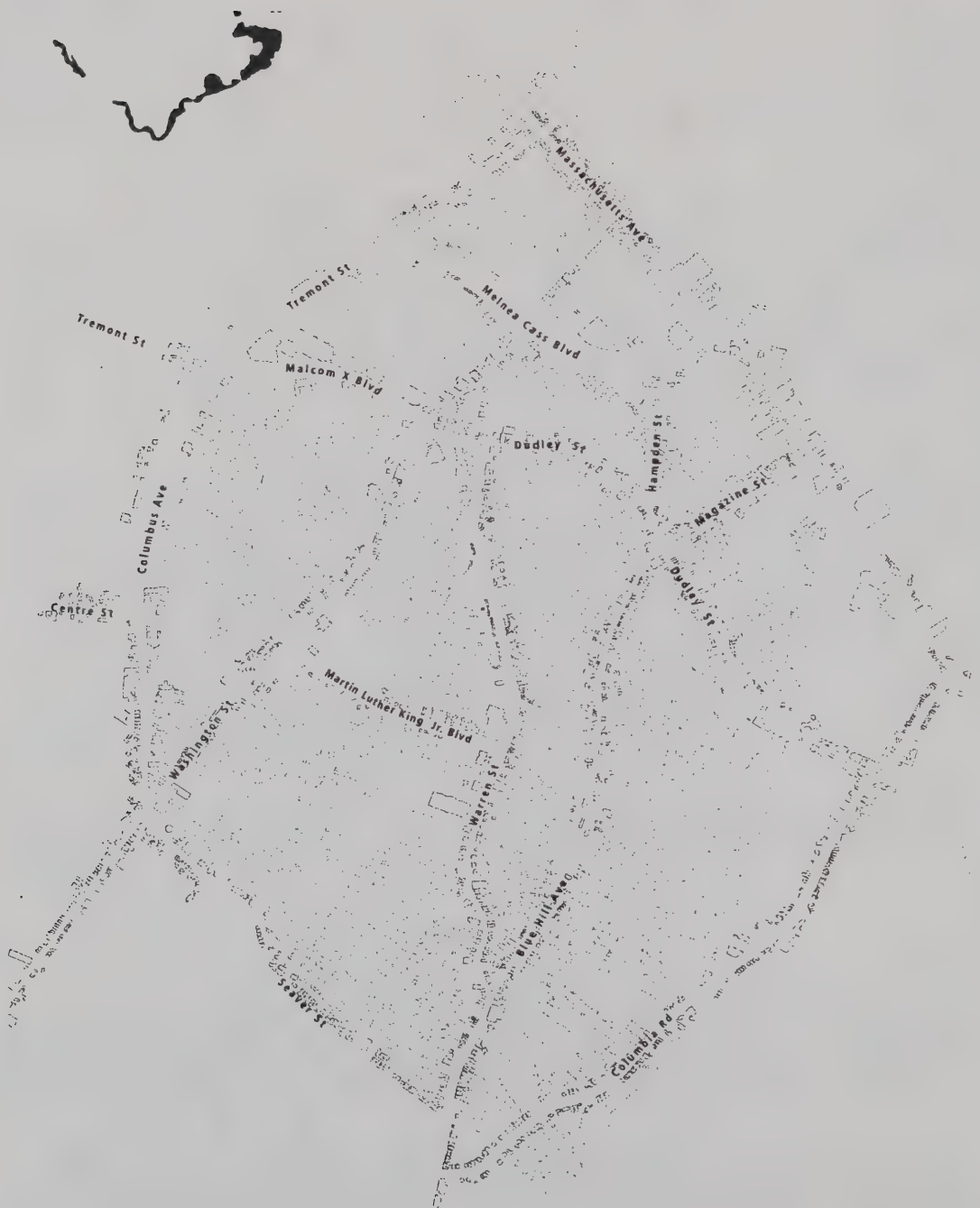
These plans/base maps should be updated to include the new school

Graphic

Figure Ground

MAP #7

16



underutilized sites provide opportunities for mixed-use development including residential and job generating uses.

4. **Encourage the distribution throughout the community of housing types that accommodate special population groups**. The elderly, the physically challenged, large families and single room occupants, among others, all need housing in Roxbury. Distributing units throughout the community guarantees that diverse populations will have access to housing. Critical to the success of such programs is establishing siting standards and monitoring the management of group homes and Single Room Occupancy facilities.

Community-Wide Urban Design Recommendations

A positive by-product of the renewed interest in Roxbury as a community in which to live, work and/or own a business is the ability to establish and maintain high design standards and criteria to be met by prospective developers. Because of this community's many assets and its inherent potential for further improvement, the creation and enforcement of rigorous development standards will preserve the high quality development standards that are desired in the Roxbury community.

The design standards and guidelines applied to publicly owned parcels and elements of the public realm should set the bar as an example for private developers to meet or exceed. Although the recommendations spelled out here are primarily physical interventions, they can be successfully implemented only within the context of the many non-physical goals, objectives and strategies touched upon in the study. The implementation of these recommendations requires coordination with a series of complementary actions in the public sector, the private sector and the various sub-neighborhoods that make up the Roxbury community. Specific implementation tools and strategies are discussed in the *Implementation and Governance* section of this report.

Recommended Strategies

1. **Emphasize the importance of key streets in the community such as Washington Street, Warren Street, Blue Hill Avenue, Seaver Street, Columbus Avenue and Melnea Cass Boulevard through the design of streetscape elements including paving, planting, lighting, signage and street furnishings (benches, trash receptacles, etc.).** The design and level of public housekeeping reflected in high visibility, key streets sends a potent message about the overall quality of the neighborhood. Target federal and state capital investment funding for key streets. These streets should be prioritized for improvements.

2. **Establish street design standards that consider the importance of the pedestrian realm.** Apply streetscape design standards developed by the city's Transportation Department. These guidelines are contained in *Streetscape Guidelines for Boston's Major Roads* (1999) and *Guidelines for Residential Streets* (2001). These design guidelines should be applied to all street reconstruction projects. The principles of these documents, including the facilitation of "a balanced and efficient transportation system "as well as "safety on the street, connectivity to work and home, access to transportation options, and the creation of a clean and comfortable public environment " are in keeping with the spirit of this Plan.

3. **"One size does not fit all."** Urban design standards for housing, commercial structures, industrial institutions, public facilities and open space should be adapted to reflect the scale and character of the immediate context.

4. **For the Highland Park neighborhood, the design guidelines defined in the Boston Landmarks Commission report "Preserving Highland Park: Protecting a Livable Community " should be applied.**

5. **For the Blue Hill Avenue Corridor, the community vision as defined by the Blue Hill Avenue Task Force in January 1996 in coordination with the Public Facilities Department and prepared with Stull and Lee, Inc. should be recognized and envisioned.**

6. **In general, create buffer zones where industrial areas abut residential areas** This section of the report identifies a series of discrete, site specific urban design recommendations. They are physical design recommendations that reflect the input of community residents and stakeholders as articulated in the many public meetings and workshops held throughout the process.

7. **Develop design and maintenance standards to fit compatibly with adjacent residential neighborhoods and open spaces.** The Plan proposes physical design improvements including façade improvements, upgraded signage, lighting, landscaping and general maintenance standards. Equally important are operational standards that include reduced noise levels, visual screening of on-site storage, and limited hours of operation.

8. **Prepare enforceable design and maintenance standards that can facilitate the better integration of non-residential uses, particularly industrial and commercial uses, with adjacent residential areas.**

9. **Given Roxbury's dramatic topographical features and visual landmarks, important view corridors should be identified and protected.**

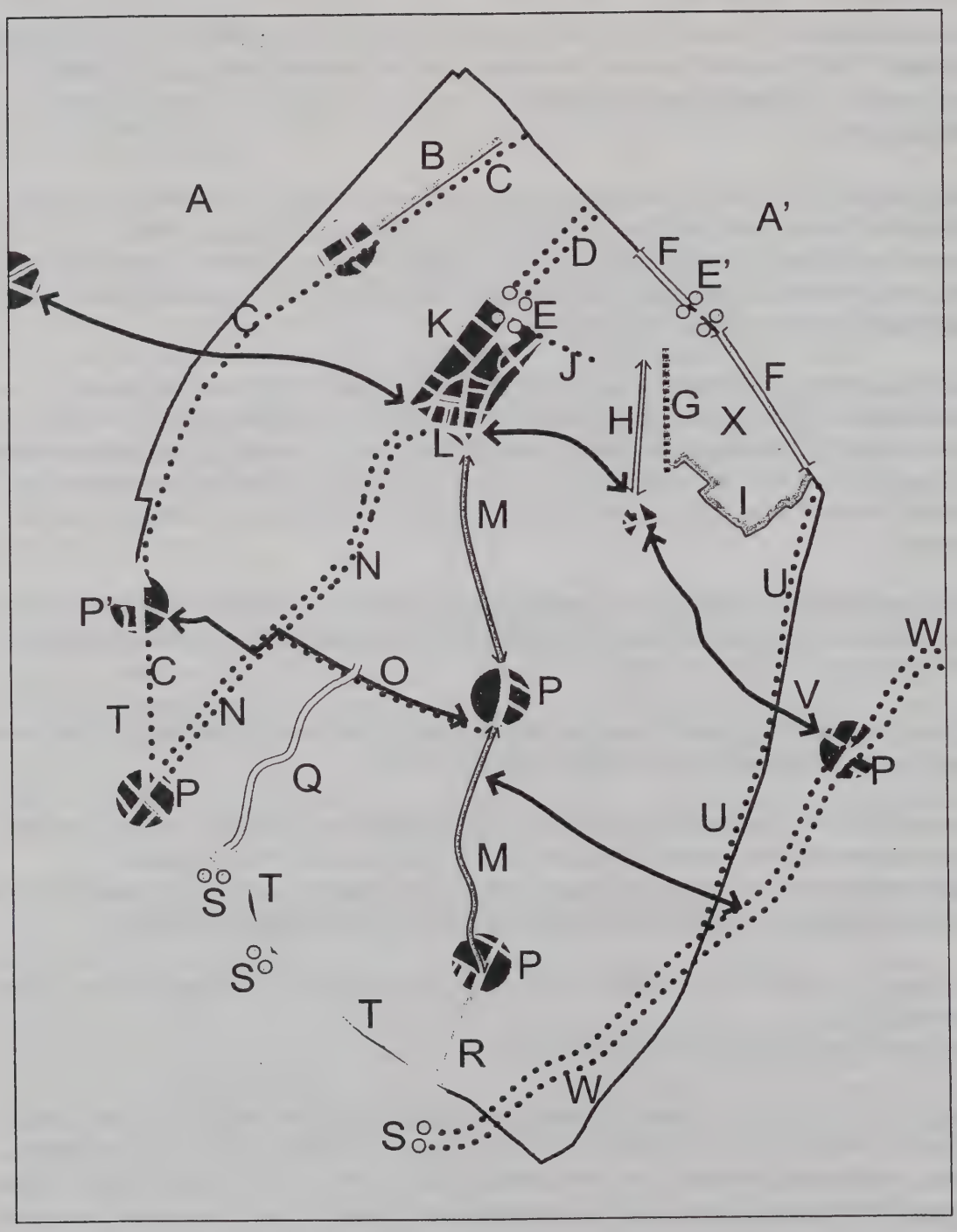
10. **Requests for development proposals for all publicly-and privately-owned property that will benefit from substantial public investment in site preparation, infrastructure investments or financing should include clearly stated guidelines and criteria consistent with the goals of the Roxbury Strategic Master Plan.**

See separate document for condensed version to be incorporated into graphic per Kairos
{Insert map 18}
Community-Wide Housing Design Guidelines

Renovations to current structures and future housing designed and built in Roxbury should meet rigorous architecture and urban design standards. Through careful attention to site planning, massing and materials any new housing should strive to complement and enhance the current housing stock, much of it historically significant.

Design guidelines are an essential implementation tool. When carefully crafted, they communicate a neighborhood's vision for its future. They can be incorporated into Requests for Proposals, used as a basis for evaluating variance requests and serve as a guide for both major and minor private building activity. There are identifiable sub-neighborhoods in

Foldout Map
? 18



18

A, A1 – Improve the Roxbury community's access to the Fenway, Longwood Medical Area and Harbor by completing a system of bicycle and pedestrian paths that link to the Southwest Corridor and Melnea Cass Boulevard bicycle paths.

B – Improve the transition between Northeastern University and adjacent residential neighborhoods. Utilize streetscape design elements such as lighting, planting, signage and paving materials along with design guidelines for both commercial and residential development to enhance the public realm at the pedestrian level.

C – Within the framework of the Boston Transportation Department's Access 2000 Plan, explore options to improve the pedestrian environment on Tremont Street from Melnea Cass Boulevard to New Dudley Street and on Columbus Avenue from New Dudley Street to Jackson Square and from Jackson Square to Egleston Square. Traffic calming measures such as on street parking and bulb-outs should also be explored.

Pedestrian-scaled lighting and generous tree plantings are urban design devices that should be used to emphasize the importance of these streets for pedestrians and signal drivers to modulate their speed.

A spur of the Southwest Corridor bicycle path should be added to Columbus Avenue between Jackson Square and Egleston Square and linked with similar improvements along Seaver Street to improve bicycle and pedestrian access to Franklin Park.

D – Extend the Dudley Square Main Streets program from Melnea Cass Boulevard to Massachusetts Avenue, in coordination with the Silver Line streetscape improvements.

E – The intersection of Melnea Cass Boulevard and Washington Street is a principal gateway to the Dudley Square business district. The parcels that make up the four corners of this vital intersection should reinforce its importance. Guidelines for the developable parcels at this intersection should allow significant height (as many as six stories) and active ground floor uses with substantial transparency.

To the extent possible, doors and entries should offer primary access from either Melnea Cass Boulevard or Washington Street. Scale and massing should complement buildings in the Eustis Street Historic District.

The southeast corner is a logical location for a visitor center to celebrate Roxbury's history and perhaps provide a central meeting place to host community-wide meetings and forums.

E1 – The intersection of Melnea Cass Boulevard with Mass. Ave., Southampton Street and the Southeast Expressway is a principal gateway to the Roxbury community. Development proposed at this corner should be designed to emphasize its importance. Additionally, the design of the pedestrian environment should be safe and inviting. Crosswalks, paving materials, lighting, signage, landscaping and public art should be

designed and coordinated to make this a unique and attractive entrance to Roxbury and to Boston.

F – Streetscape improvements should be implemented on Massachusetts Avenue between Melnea Cass Boulevard and the Midlands rail underpass and beyond to reinforce the status of the Newmarket area as a competitive, urban industrial location.

G – Upgrade the businesses within the Newmarket area, particularly where they transition to residential areas along Hampden Street. The internal road system should be studied to better accommodate truck movements and servicing while minimizing the impacts of trucks on the adjacent residential streets.

A Hampden Street transitional district should be implemented through re-parcelization, changes in use, and stricter guidelines concerning open storage, odors, noise, hours of operation, etc.

H – Hampden Street between Dudley Street and Melnea Cass Boulevard, along with Blue Hill Avenue are well-used routes to the Southeast Expressway, the South End and other downtown locations. The streetscape and general pedestrian environment in this area needs substantial improvement. In addition, there are vacant parcels and underutilized buildings on Hampden Street that might lend themselves to development as live / work lofts.

I – Streetscape improvements such as landscaping, façade improvements, unobtrusive building and site lighting and screened storage areas will improve the relationship between industrial properties and the adjacent residential neighborhood.

J – The Nawn Factory building and related parcels, which are part of the Eustis Street Architectural Conservation District, should be combined into a complementary development proposal to anchor the southeast corner of the gateway to Dudley Square. This approach to development requires the consolidation of ownership between the state and city.

K – Dudley Square is the business and cultural hub of the Roxbury community. Public sector capital improvements and building and zoning requirements should incorporate recommendations from the Dudley Square Transportation and Air Quality Study and the Department of Neighborhood Development's Dudley Square Municipal Center Study. Improvements and requirements should be periodically reviewed to support the efforts of the Dudley Square Merchants Association, the Main Streets Program, the Madison Park Community Development Corporation, residents and other stakeholders actively involved in the renaissance of this important citywide destination.

L – The scale of New Dudley Street between Roxbury Crossing (Columbus Avenue) and Warren Street is not pedestrian-friendly. Land- and streetscape improvements such as street trees and lower scaled lighting, on street parking and bulb outs at pedestrian crossings should be utilized to slow down vehicle speeds and make this area more

inviting to the growing numbers of pedestrians in the Dudley Square area. The streetscape in front of the police station and library should be redesigned to discourage parking on the sidewalks and replace outdated seating, planters and streetlights.

M – Warren Street, with its central location and substantial existing right-of-way width, is the preferred location for the future extension of the Silver Line and should be designated as a Transit Priority Corridor.

N - Continue improvements to the Washington Street streetscape that acknowledge its increasingly residential character.

O – Martin Luther King Boulevard, originally designed as a connector to the unbuilt Southwest Expressway, is over-scaled for its current function. It should be downscaled to accommodate a widened planting median similar to the Commonwealth Avenue Mall.

P – Reinforce established neighborhood commercial centers throughout Roxbury. Encourage housing and offices over ground floor commercial and retail uses. Increase densities where proximity to transit makes non-automobile access a viable choice. Implement parking strategies that provide only that which is needed to reasonably support local business and residential uses. Through aggressive ticketing and towing programs, discourage commuter and non-resident long-term parking.

Q – Implement a clearly marked pedestrian link between Franklin Park, the Museum of the National Center for Afro-American Artists and Malcolm X Park. Pedestrian scaled lighting, pavement treatment and benches should be used along with signage that calls out significant locations to clearly define this pedestrian corridor. Similar paths should eventually be defined throughout Roxbury and ultimately linked to create a "Freedom Trail" like experience.

R – Improve and enhance the pedestrian link between the Grove Hall commercial district and nearby Franklin Park to increase the synergy between these two distinctive destination points.

S – Clarify and improve pedestrian access to Franklin Park through more pedestrian friendly street crossings and improved lighting of entry points to the park paths. At Humboldt Avenue, the former trolley turn-around area is an ideal location to develop an entry that emphasizes Franklin Park's symbiotic relationship with Roxbury's African-American community while being faithful to its historic context as required by its Boston Landmark designation.

Seaver Street should be reconfigured to allow for safer pedestrian crossings and improved bicycle access. On-street parking should also be allowed during off peak hours.

T – Explore the potential for a defined pedestrian and bicycle link from the Southwest Corridor Park to Franklin Park.

U – Along the Midlands embankment, explore the design of a landscaped buffer between the railroad right-of-way and adjacent residential properties.

V – Strengthen the link between the Uphams Corner commercial district and Roxbury along Dudley Street. Extend the Main Streets Program between Uphams Corner and the blocks on both sides of the Midlands commuter rail stop. Designate the parcels and buildings around the commuter rail stop for transit-oriented development.

W – Return Columbia Road to its "boulevard" status as part of the original Olmsted Emerald Necklace Plan.

X – Visually define the limits of the Newmarket industrial area. Study and modify the parcellization and circulation system to position the businesses in the district to operate more efficiently and adapt to future land use changes.

Roxbury, with streets that range in character from winding hillside lanes with single family houses, to wide boulevards with substantial multi-story apartment buildings and mixed-use structures. No one set of housing design guidelines could possibly work for all of Roxbury's sub-neighborhoods, or even for every street within a given neighborhood. The guidelines must, therefore, be multi-faceted, and allow for some flexibility on a case-by-case basis.

Existing Street Types
Roxbury was originally a "streetcar suburb" and its streets reflect a web of commercial streetcar streets infilled with a mosaic of residential streets. Streetcar streets typically were lined with one-story commercial buildings and multi-story apartment blocks. Examples of such streets are Blue Hill Avenue and Washington Street. Two boulevards built in recent years, Martin Luther King and Melnea Cass, are examples of streets that might lend themselves to the building of larger structures than would be more appropriate for most internal residential streets.

Livability
There have been many lifestyle changes since Roxbury's early development such as two-career couples and greater dependence on automobiles resulting in increased traffic and demands for parking. Design guidelines for new housing types should respect the historic context while still responding to these new challenges.

New Housing
New residential development will occur in many forms: (1) existing residential structures that will be rehabbed; (2) new housing on vacant lots in existing residential areas; (3) adaptive reuse of existing non-residential buildings; and (4) new housing in mixed-use areas with currently limited or no significant amounts of residential uses.

Reuse of existing housing offers opportunities to preserve and enhance the neighborhood. Generally, the *Secretary of the Interior's Standards for Rehabilitation* suggests an approach that respects the character of an historic house.

Adaptive reuse of non-residential buildings and construction of new housing in mixed-use or non-residential areas potentially offer the most freedom in design, but design proposals should be subject to the scrutiny of established neighborhood organizations, if only in an advisory role.

PRINCIPLES
The following basic principles will apply to all housing in all sub-neighborhoods:

- All new and renovated housing should reinforce the richness and diversity of Roxbury's current housing.
- New building types should be compatible with the predominant character of the existing housing in the sub-neighborhood.
- New construction should respond to existing topography and retain natural features, such as rock outcroppings and large trees.
- Appropriate housing density for each sub-neighborhood should be determined based on historical densities, land use and context. Traffic generation and the availability of public

transportation are also factors to be considered when determining density thresholds and appropriate parking ratios.

- Open space and landscape treatment should be a consideration when evaluating design proposals.
- Whenever possible, housing units should be oriented to the street and have the option of a street address at the ground level.
- To encourage neighborhood security, units should be oriented to allow for surveillance of the street and other public and semi-public spaces.
- Access and parking should be accommodated so that the automobile, while conveniently situated, does not dominate the site.
- There should be no difference in appearance between subsidized and market rate units.

PROCESS

Housing design guidelines should be organized by sub-neighborhoods and street types and with substantial community input. It is anticipated that there will be specific guidelines for each sub-neighborhood and street type. It is estimated that there will be an average of six street types per sub-neighborhood. Most types will occur in all sub-neighborhoods. Using general urban design guidelines as a point of departure, neighborhood organizations should adopt guidelines that reflect the unique characteristics of their streets and blocks. The guidelines should not restrict new development to literally replicating existing housing styles. There should be room for fresh interpretations of architectural themes that allow for innovations in form and materials and to accommodate contemporary lifestyles. The process of developing guidelines at the sub-neighborhood level should include the following basic steps:

1. **Identify basic street types.**
   The type will be determined by numerous factors:
   - Configuration – straight or curved, wide or narrow
   - Terrain – hilly or flat, rock outcroppings
   - Typical parcel size
   - Typical housing type(s)

2. **Articulate shared neighborhood goals for each street type.**
   Such goals might include, but not be limited to, the following
   - Reinforcement of the existing character
   - Introduction of a complementary development pattern
   - Complete transformation of the streetscape

   The reinforcement of existing patterns might be appropriate for a very attractive street with few gaps in development. More contemporary, but complementary, design typologies may be called for where opportunities for new development exist but the existing building typologies do not meet present day standards of livability. A more aggressive transformation might also be appropriate for:

   a) Areas with numerous vacant lots
   b) Areas designated for Transit-Oriented Development

c) Areas where buildings were constructed that were out of scale with the predominant pattern of other housing on the block or in the neighborhood (for example some multi-family housing projects created super blocks and disrupted historic patterns of scale and density).

3. **Identify appropriate housing type(s).** In most cases, the appropriate housing type for each street type will be similar in basic massing and materials to existing housing types found in the neighborhood. In some cases, housing types found in other parts of Roxbury or elsewhere in the city might also be appropriate new construction typologies. With the condition that the dominant pattern of siting and massing of the existing structures in the neighborhood are respected, new design ideas should also be encouraged, particularly outside of designated historic districts or in areas of the community that were not traditionally locations for residences.

4. **Identify essential elements of housing type(s).** Guidelines should address key design elements, as opposed to those that can be modified or omitted without compromising the overall effect. For example, the guidelines should be clear about preferences for issues such as pitched or flat roofs, a minimum or maximum number of stories, the inclusion of porches, or an acceptable palette of materials.

5. **Identify appropriate site configuration(s)for housing type(s).** In most cases, historical patterns of housing development cannot adequately accommodate off-street parking. Off-street parking to meet contemporary market demands often requires a non-historical relationship between structures and the lots on which they are sited. An advantage of aggregating and simultaneously developing multiple parcels is that it offers opportunities for combining parking in interior parking courts, allowing for better streetscape continuity.

Housing Design Guidelines Checklist

The following annotated outline can serve as a useful checklist of issues to be considered in the articulation of housing design guidelines for development in Roxbury's sub-neighborhoods.

1. **Massing**
   - Building Envelope
     - Height
     - Frontage
     - Orientation
   - Placement on parcel
     - Front yard setback
     - Side yard setback
     - Relation to existing natural features (steep slopes, rock outcroppings, large trees)
     - Accommodations for natural light and air for proposed and existing buildings.
   - Relationship to pattern of adjacent buildings

   Many historic single family houses in Roxbury are much too large for modern day families. In order to respect the historic development pattern on a street lined with large,

old houses, it may be desirable to design new structures that combine several units in one building that, at first glance, looks like one large, single-family house. This approach to new construction and the adaptive re-use of existing buildings makes for a more compatible massing relationship on blocks where larger Victorian-era structures predominate.

2. **Open Space**
   - Public/Private Open Space
     - Clear definition of public and private realm
     - Entrance – location and orientation
     - Views from private to public space (for surveillance and security)
   - Assigned private outdoor space for each unit
   - Enclosure (wall, fence, hedge – height))
     - Visual separation between neighbors
     - Sound control
   - Trees (type, placement on site)
   - Lighting (porches, entrances)

Responsibility for public and semi-public space should be clearly defined.
In general, front entrances should be visible from the public way. The front yard and front porch should be placed where passersby and neighbors can see and talk to the unit owners. In apartment houses, balconies often serve as the primary outdoor space. Balconies should be designed to provide a reasonable amount of privacy so that occupants do not feel as if they are sitting on a stage. When possible, front porches and balconies should be large enough to accommodate a conversation group.

3. **Driveways, Parking, Service**
   - Minimum number of off-street spaces per unit
     - Curb cuts
     - Maximum width
     - Minimum spacing
   - Surface Parking
     - Location
     - Visibility from street
     - Maximum area
     - Preservation of front yards
   - Individual Garages
     - Location in relation to building façade(s)
     - Maximum width of garage door(s)
   - Structured Parking
     - Maximum percentage of street façade devoted to structured parking
     - Structured parking at sidewalk (allowed?)
   - Service
     - Visibility from street
     - Location in relation to building façade(s)
   - Security

- Surveillance
- Lighting

Houses with double garage doors protruding toward the sidewalk, sometimes referred to as "snout houses," are not appropriate for active, pedestrian-oriented urban neighborhoods. If a garage must face the street, its doors should be located in a plane behind the plane of the front façade. When feasible, large amounts of parking should occur in structures or be accommodated below grade in dense, urban residential neighborhoods. Whenever possible, large areas of surface parking should be placed behind an apartment house and be generously landscaped. Driveways and landscaped open parking areas can foster socialization in the same way that front porches can Structured parking should never front directly on a public way. Parking areas should be open to view and well lit. Care should be taken, however, that light does not spill over into adjacent residences.

Wherever possible, garage structures should be detached from the house and situated to the side and rear of the property.

4. Articulation

- Height (maximum, minimum)
- Roof type (flat, gable, hip, Mansard, gambrel)
- Configuration (simple block, irregular form)
- Length of street façade (preferred, maximum)

Unless existing buildings are oppressively high or inappropriately low for the scale of the street, it is advisable for new building heights to match existing heights. A variety of roof types can result in a more interesting streetscape than when all roofs are identical. Varied building articulation is also desirable. The length of the street façade is a critical issue. A developer owning several contiguous parcels could construct one long building, potentially destroying the existing rhythm of single family house facades. The existing rhythm could be maintained, even in a long building, by providing projecting elements of the same width and height as existing houses. Housing (and other buildings)on boulevards should be relatively massive, with strong façades set back from the street. They should be generously landscaped.

5. Architectural Features

- Porches, stoops, balconies
- Bay windows
- Dormers

Architectural features provide human scale and individuality. The particular form and style of the features is not as important as that they not appear skimpy. If sensitively designed, the architectural features of contemporary style housing can be as successful as those of traditional style housing.

6. Fenestration

- Windows (type, sizes, spacing)
- Entrance doors

The size and spacing of windows and doors communicate a building's use. It should be evident from its fenestration that a building is housing, even when it is a large apartment building.

7. **Materials, Details, Colors**
   - Cladding appropriate to period or style
   - Details
   - Color palette
   - Durability

Materials should be of good quality and detailed to minimize the effects of weather and intense use.

As styles and periods of architecture changed over time, paint colors also changed. While paint colors area matter of personal preference, some general guidelines can be stated. Muted or earthen medium to dark tones are appropriate for Victorian-era structures and lighter tones are appropriate for the pre-Victorian and Classical Revival buildings.

In summary once design and development guidelines have been established with the input of each sub-neighborhood, they should be incorporated into Requests for Proposals sent out to developers and homebuilders. Neighborhood associations and community development corporations located in Roxbury should be actively involved in the drafting of reasonable design guidelines and criteria and should evaluate development proposals for consistency with those guidelines before developers are selected. Once a developer selection is made, interested community stakeholders have an opportunity to review proposed designs at appropriate intervals during the BRA's development review process.

The Crosstown Corridor: A Focus Area {Insert map 19}

Within the overall context of the Roxbury Strategic Master Plan, the Crosstown Corridor has been identified for more in-depth study as it represents high priority issues and is illustrative of unique opportunities.

The Crosstown Corridor is defined as the buildings, adjacent parcels and streetscape on either side of Melnea Cass Boulevard from its intersection with Massachusetts Avenue to its intersection with Columbus Avenue. It also includes the section of Tremont Street from Melnea Cass to New Dudley Street at Roxbury Crossing. The Crosstown Corridor is one of the most significant development opportunities within the boundaries of the Roxbury Strategic Master Plan. It is a major entrance to the city via the Southeast Expressway and it includes numerous parcels and buildings with substantial development potential. Melnea Cass Boulevard provides important vehicular and transit connections between the Southeast Expressway, the Newmarket Industrial area and the Boston University Medical Center to the east; the Dudley Square Business district in the heart of Roxbury; and Northeastern University, BRA development Parcel P-3 (across the street from the Boston Police Headquarters) and the Longwood Medical Area to the west. However, the number of unsightly vacant parcels, the high volume of traffic, and the current use, design and functional organization of some of the existing buildings result in the Crosstown Corridor functioning as a "barrier" between lower Roxbury and the rest of the Roxbury neighborhood.

Economic development, whether in the form of jobs created, entrepreneurial opportunities or new building activity, is a high priority for Roxbury residents. Within the study area, the most substantial opportunities to stimulate economic development fall within a linear swath of parcels and buildings along Melnea Cass Boulevard collectively referred to as the Crosstown Corridor.

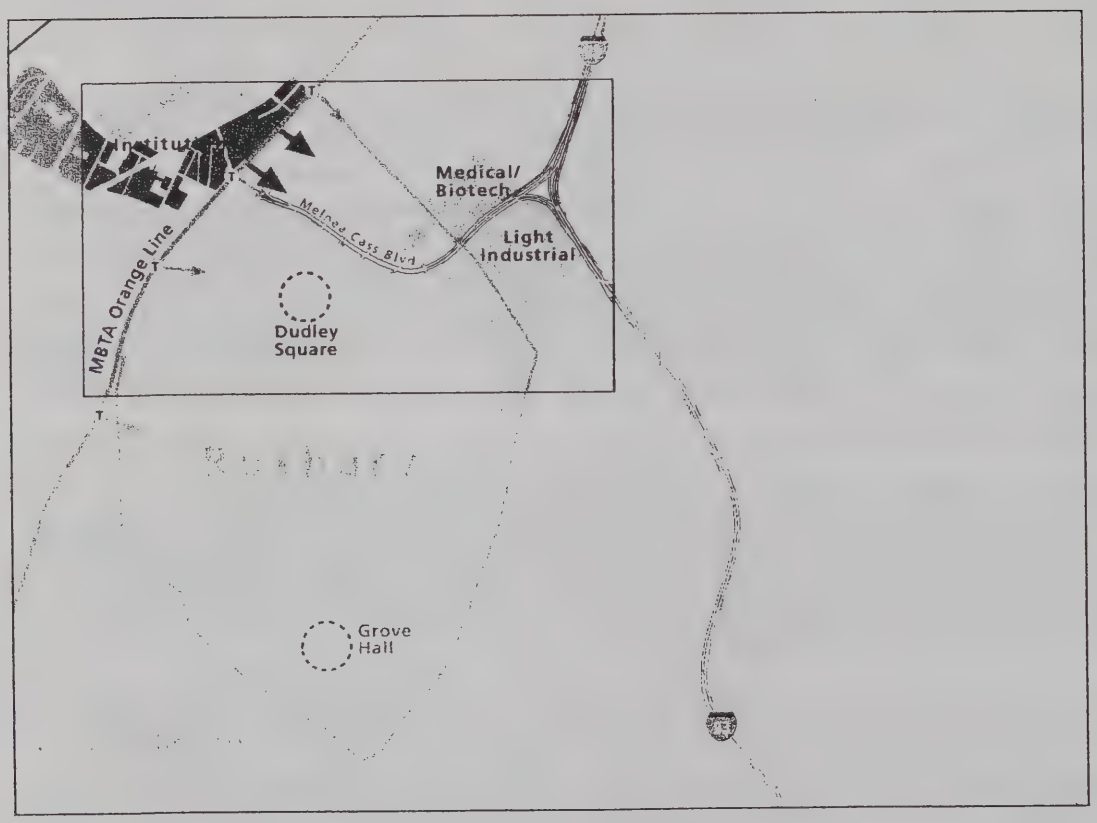
Over the course of the study, a number of meetings were held with the Working Group specifically to discuss the Crosstown Corridor. The goal was to arrive at a general consensus around what the overall development emphasis for the Corridor should be and more specifically, what would be the preferred uses for the publicly owned parcels. The discussions also addressed several transportation issues including the ultimate configuration of Melnea Cass Boulevard in order to accommodate an inviting, high quality pedestrian environment; bicycle paths; on-street parking and a satisfactory alignment for the proposed Urban Ring service.

While the Plan acknowledges that the city can exert the greatest amount of control over those parcels that are publicly owned, the ultimate objective is to create a dynamic physical and economic environment in the Crosstown Corridor that will encourage current private property owners to invest in the enhancement and re-positioning of their holdings. Consequently, the Plan not only addresses expectations for the use of the public properties, it also articulates a comprehensive vision for the entire corridor, consistent with the overarching goals and objectives of the Roxbury Strategic Master Plan.

MAP 19

19

The Corridor Area Study



Crosstown Corridor Principles

Based on the community-wide public meetings, workshops and Community Working Group meetings, the following principles and guidelines emerged:

- The Crosstown Corridor should function more as a "seam" uniting upper and lower Roxbury
- The eastern half of the boulevard between Massachusetts Avenue and Washington Street should be developed for non-residential, job-generating uses. Existing industrial and commercial buildings should be adaptively re-used and appropriately sized vacant parcels should be designed to fully leverage their potential to increase the number of sustainable, well-paying jobs in Roxbury.
- The portion of Melnea Cass Boulevard west of Washington Street should be developed with an emphasis on re-knitting the neighborhoods on either side of it. Residential and/or mixed-use development should be considered here. The Crosstown Corridor should be developed in a manner that takes full advantage of its strategic geographic location and exceptional transportation access within the city and the metropolitan region.
- Development of the public parcels should focus on uses that generate a range of quality, "sustainable" jobs that offer living wages and opportunities for advancement, including appropriate training programs that maximize Roxbury residents' access to those jobs. Some of these parcels may also be appropriate for mixed uses, including housing. Ground floor uses should primarily be non-residential and include retail and public-oriented uses that also generate jobs and offer opportunities for entrepreneurship and local ownership.
- Melnea Cass Boulevard should be made more inviting for pedestrians in order to help reduce the perception (and physical reality) of a divide between upper and lower Roxbury.
- Requests for proposals should take full advantage of transit-oriented development principles to allow for greater development density but lower parking ratios, thereby minimizing traffic impacts.

Parcel Development Program

In March 2002, the MBTA, MDFA, State of Massachusetts, BRA, and City of Boston (hereinafter referred to as "Parties") signed a Memorandum of Agreement (MOA) regarding the disposition of surplus state-owned parcels and MBTA-owned land in and around the Roxbury neighborhood. The majority of these parcels are concentrated in the Crosstown Corridor and Dudley Square area. The MOA was structured to provide a disposition process for state-owned and MBTA-owned parcels in this area that is consistent with the city, MBTA and state agencies' respective statutory and land disposition processes and facilitates the development of surplus state-owned and MBTA-owned parcels within the context of the Roxbury Strategic Master Plan. The State (subject to the surplus property disposition provisions of M.G.L. Chapter 7, Sections 40E through 40J, inclusive, and other applicable laws) and the MBTA (subject to the statutory requirements stipulated in M.G.L. Chapter 161A, Section (5)), have agreed that to the

extent allowed under law their parcels will be disposed of in accordance with the community based disposition process for City owned land as described above. Pursuant to the MOA, the BRA has been designated as the primary disposition agent for eleven parcels of land owned by the state or the MBTA identified as being subject to this MOA. In the future, other state-owned and MBTA-owned parcels may be added to the list of those stipulated in the MOA and upon agreement of the Parties subject to the MOA.

Although the Roxbury Strategic Master Plan includes general design guidelines and preferred land use options for the publicly-owned parcels, innovative proposals that are consistent with the spirit of the Plan are also welcomed. It is the responsibility of the proposer, when responding to a Request for Proposals in the Crosstown Corridor, to demonstrate that their project meets the objectives of the Plan consistent with details in Appendix C. The criteria for evaluating development proposals in the Crosstown Corridor should include but not be limited to the following:

- Consistency with the general goals of the Roxbury Strategic Master Plan.
- The number of short-term and sustainable long-term jobs generated.
- The percentage of jobs and/or training opportunities that facilitate the hiring of Roxbury residents at all levels.
- The level of job skills required for employment.
- Local ownership potential.
- Infrastructure requirements.
- Traffic generation and parking needs.
- Active ground floor uses.
- Environmental "best practices" and impacts.
- Level of public subsidy required.
- Timing for implementation.
- Consistency with the Plan's architectural and urban design guidelines

General Crosstown Urban Design Guidelines

Melnea Cass Boulevard

The pedestrian environment on Melnea Cass Boulevard and the intersecting streets should be made more inviting. While it will continue to provide Crosstown regional connections, its layout should take on more of the characteristics of a true boulevard. Appropriate urban design interventions may include the following

- Wider sidewalks, neck-downs and crosswalks at key streets
- Regularly spaced trees and light standards defining the boulevard
- Lower scaled, pedestrian oriented (ornamental) lighting and banners
- A planted median
- Wherever possible, building entries oriented onto Melnea Cass Boulevard
- Service entries limited to side streets and the rear of new development parcels as opposed to curb cuts and direct access onto the Boulevard
- Building setbacks for new and renovated buildings should reinforce the street wall along Melnea Cass Boulevard. Surface and structured parking should generally be

discouraged directly on the Boulevard, but at the very least, surface parking should be buffered with attractive fencing and generous landscaping. Structured parking on the Boulevard should be required to include active ground floor uses.

- Melnea Cass Boulevard must be multi-modal and any reconstruction must incorporate both transit and bicycle facilities into its design. The Urban Ring and South Bay Harbor Trail projects will each enhance the character and contribute to the importance of Melnea Cass Boulevard. In addition to the path for the South Bay Harbor Trail, the roadway cross-section should provide sufficient width for bicycles to travel, without occupying an entire travel lane. Paths adjacent to roadways do not meet the requirements for roadway bicycle accommodation. Paths are often unsuitable for nighttime or winter use or for riding at speeds typical of adult bicycle commuters or fitness riders.

The Urban Ring

In the current thinking of the Urban Ring project, Melnea Cass Boulevard will become a Bus Rapid Transit (BRT) corridor. The layout of the BRT lanes is being developed as part of the ongoing environmental review process. As the project moves forward, it may become the key financial vehicle for the reconstruction of the street. The City's role will include ensuring that the design of the BRT lanes is consistent with the goals and urban design guidelines in the Crosstown Corridor focus area for Melnea Cass Boulevard and integrated with the guidelines for development parcels in the Corridor. Urban design guidelines for the Urban Ring project include the following:

- Provide wide sidewalks and minimize the length of pedestrian crosswalks across Melnea Cass Boulevard.
- Specify design elements that are compatible with the desired image of Melnea Cass as a tree-lined boulevard.
- Provide stops that have the visual presence and character of stations, similar in concept to those of the Silver Line BRT service. Above all, the new stations should provide a safe, visually distinctive and attractive environment for waiting transit patrons.
- Urban Ring Bus Rapid Transit service in the Crosstown Corridor can be implemented in one of several ways: buses in mixed traffic; buses in exclusive lanes; one or two way busways on either side of Melnea Cass Boulevard, and center median busway with center median stations. One of the trade-offs of the last option is that it virtually eliminates the possibility of incorporation BRT Stations into the ground floor of new development along the corridor, though it certainly has other benefits.
- The location and treatment of stations should complement the development objectives for the Crosstown Corridor. As an example, in cases where station locations are directly proximate to new developments, consideration should be given to design concepts that integrate the stations within the ground floor of the new development.
- New development should take into account future Urban Ring Phase 3 rail tunnel alignment and underground stations that are identified in the Urban Ring Major Investment Study (MIS) document.

Hampden Street

Hampden Street and Blue Hill Avenue together form an important citywide arterial. The visual quality of Hampden Street should be upgraded to be consistent with the level of design afforded to the re-emerging Blue Hill Avenue, Melnea Cass Boulevard and Massachusetts Avenue corridors.

- Improve the visual character of Hampden Street. Widen sidewalks, introduce pedestrian-scaled lighting; add planting.
- Explore the redevelopment of vacant and underutilized industrial properties on both sides of Hampden Street for mixed-use or conversion to loft-style housing. The development of buffer zones between residential and industrial areas should be analyzed in more detail to guarantee the preservation of industrial land. Industrial businesses provide high quality jobs to local residents. The Back Streets guidelines for balancing industrial and residential land use should be followed.
- Explore the possibility of pedestrian entrances onto Hampden Street and the use of showroom windows, awnings, graphics, fencing and building lighting as a way of animating the street and making a transition from the scale of the industrial streets in the Newmarket area to the residential streets to the south and west. When possible, avoid locating loading docks and storage areas directly adjacent to residential properties. If that is impractical, provide visual screening with landscaping and fencing.

South Bay Harbor Trail

The recent clean up of Boston Harbor and the creation of the Boston Harbor Islands National Park has prompted renewed interest in the Boston Harbor. The South Bay Harbor Trail Coalition, a partnership with Save the Harbor/Save the Bay, resident and community groups, property owners, real estate developers and the City of Boston, is working to create a new pedestrian and bicycle corridor linking Boston's neighborhoods to the city's waterfront. The Trail will connect the Southwest Corridor bike path at Ruggles to the South Boston Waterfront via Melnea Cass Boulevard and the Fort Point area. The goals of the Harbor Trail are to provide a path and recreation corridor serving a variety of users including pedestrians, joggers and bicyclists of all ages and abilities and to offer convenient and safe access for local destinations within Roxbury as well. The benefits of the Harbor Trail for Roxbury and the city in general are many, including:

- Increased access for Roxbury residents to Boston Harbor, Harbor Islands National Park and the emerging South Boston Waterfront.
- Enhanced access to cultural and recreational facilities including the Children's Museum, Institute of Contemporary Art and green spaces such as Rotch Park and Ramsey Park.
- An alternative way for commuters to bike, walk, run, or skate from home to work, thereby decreasing the volume of traffic.

Site Specific Crosstown Urban Design Guidelines {Insert fold-out map 20}

The Crosstown Center development project **[A]** and the parcel opposite **[B]** it on the southeast corner collectively form the symbolic gateway into Roxbury and the Newmarket District. The design of Crosstown Center should acknowledge that important role in its massing and the animation of the Massachusetts Avenue and Melnea Cass

Project Work

UD GUIDELINES
FOR CREATION

T.B. Completed

Boulevard facades. Eventually the current uses on the parcel opposite Crosstown Center and next to the Best Western Round-house, a converted former gas holder (it was one of many of such tanks in the 19th century when gas was used for lighting) may likely be replaced by assembling a larger parcel. The design of any structure on this site should have a principal entrance on either Melnea Cass Boulevard or Massachusetts Avenue, if not both. To the extent possible, the building should have some transparency at that corner as well. In the interim, the remnant parcel at the corner is an opportunity to build a symbolic structure and/or landscape that could be a unique and artistic element announcing entry into Roxbury.

Consider sites such as the parking lot for the new Orchard Park School **[D]** as potential long-term economic development opportunities when combined with adjacent parcels.

Existing buildings adjacent to Melnea Cass Boulevard such as Harrison Supply **[E]** should be encouraged to renovate and reconfigure their current layouts in order to take advantage of a scaled down, more pedestrian-friendly Melnea Cass Boulevard, with the possibility of curbside parking. Locating a visually transparent show room directly on Melnea Cass Boulevard, for example, would be a way to improve the visibility of such businesses to traffic and pedestrians. The redesign of the Harrison Supply Building should also include improving the existing Harrison Avenue facades. Harrison Avenue is an important linking street to the Dudley Square business district.

Parking structures which front on streets with high pedestrian volumes such as Melnea Cass Boulevard, Harrison Avenue, etc. should provide for commercial uses at the ground level.

Boston Water & Sewer Commission (BWSC) Parcels
Several parcels owned by the BWSC **[F]** are currently being used for surface parking. Ultimately, these parcels should be used for more active economic development, such as an office-park complex or a research and development campus. The surface parking could be consolidated into a structure, preferably internalized on Reed and Thorndike Streets, to enable more active pedestrian oriented uses to face onto Harrison Avenue. Alternatively, if desired by the community, more housing could be accommodated on these blocks in the form of townhouses/rowhouses, three to four stories in height with common parking in the rear. The ground floor along Harrison Avenue could be retail/commercial space, similar in scale to that found along Tremont Street in the South End. BWSC's parking garage could be located across the street, with commercial on the ground floor facing Harrison Avenue.

The Washington Street Gateway Parcels
The intersection of Melnea Cass Boulevard and Washington Street is an important and symbolic link between the Dudley Square business district, lower Roxbury and the South End. It is also a significant transit transfer point between the Silver Line and the Urban Ring BRT service. As such, buildings (or open spaces) developed on each of the four corners **[G]** should respond architecturally through scale, form, landscaping and special site and building lighting opportunities. Consistent with guidelines established in the

Eustis Street Historic District. In scale, design and ground floor use, these developments should reflect Transit-Oriented Development principles.

- The school bus parking facility at the northeast corner of Washington Street and Melnea Cass Boulevard might lend itself to adaptive re-use for high-tech or light manufacturing and assembly. The current structure could be expanded with an addition that would re-establish "street walls" at both Washington Street and Melnea Cass Boulevard. Given the prominence of this corner, its architecture should be visually dynamic and transparent. Parcel 10, on the southwest corner, combined with the Tropical Foods Building, offers an excellent opportunity to develop a signature building that trumpets the return of vitality to Dudley Square.
- Like other parcels for new development along Melnea Cass Boulevard, the buildings should reinforce the street wall by minimizing setbacks and prohibiting or substantially limiting surface parking. Consideration should be given physically to incorporating Urban Ring and Silver Line stations into the design of new structures proposed for these sites.
- Because of the prominence of Parcel 10, a multi-story building or buildings would be encouraged (no less than three stories). The Washington Street façade treatment is equally important and the design of both the Melnea Cass Boulevard and Washington Street facades should be richly articulated to encourage pedestrian activity. Multiple pedestrian entries are preferred on both streets. Uses on Parcel 10 might vary from retail and office use to mixed use, including residential over commercial.
- At Shawmut Avenue, care should be taken in scale, massing and the accommodation of vehicular and service access, to be compatible with the more residential scale and character of Shawmut Avenue in this location.
- Parcel 9, on the northwest corner, might lend itself to similar uses to those on Parcel 10. However, given its direct proximity to Jim Rice Field, multi-family housing or perhaps an institutional use might be preferred. Mixed-use is an option, however, in any scenario, height and presence along Melnea Cass Boulevard is desirable. Other structures in the immediate vicinity are six stories or more. The Melnea Cass Boulevard and Washington Street corner of Parcel 9 should have a signature use on the ground floor, such as an art gallery, cafe or commercial use.

Edge Parcels

On the section of Melnea Cass Boulevard between Shawmut Avenue and Columbus Avenue **[H]** development opportunities are more limited. However, substantial visual improvements can be implemented here with landscape treatment, lighting and articulation of the bike path. Landscaping and curbside parking could make traversing this area more appealing to pedestrians. Future development of remaining Madison Park Village parcels should be oriented to a friendlier, more pedestrian-oriented Melnea Cass Boulevard on which persons might easily walk between Dudley Square, Parcel 18 and even Parcel 3. Consequently, consideration should be given to the design of buildings there whose entries and front yards are accessed from sidewalks and curbside parking along Melnea Cass Boulevard.

Intersection of Melnea Cass Boulevard, Tremont Street and Columbus Avenue

The intersection of Melnea Cass Boulevard, Tremont Street and Columbus Avenue **[I]** is a prominent location in Roxbury. The development of the remaining parcels in this area should take full advantage of transit-oriented development strategies. The geometry of the intersection at Melnea Cass Boulevard and Tremont Street should be reconsidered in order to encourage greater pedestrian activity. Downscaling Tremont Street to New Dudley Street and Columbus Avenue beyond should be seriously considered. The parcel **[J]** at the southeast corner of the intersection should be multi-storied to anchor this important corner. Any structure proposed for that site should include a design transition where the building would interface with the lower scale of Madison Park Village. A building on this site could also serve as a transition in scale from the taller Northeastern University Buildings on Parcel 18 to the west and the Madison Park townhouses to the east.

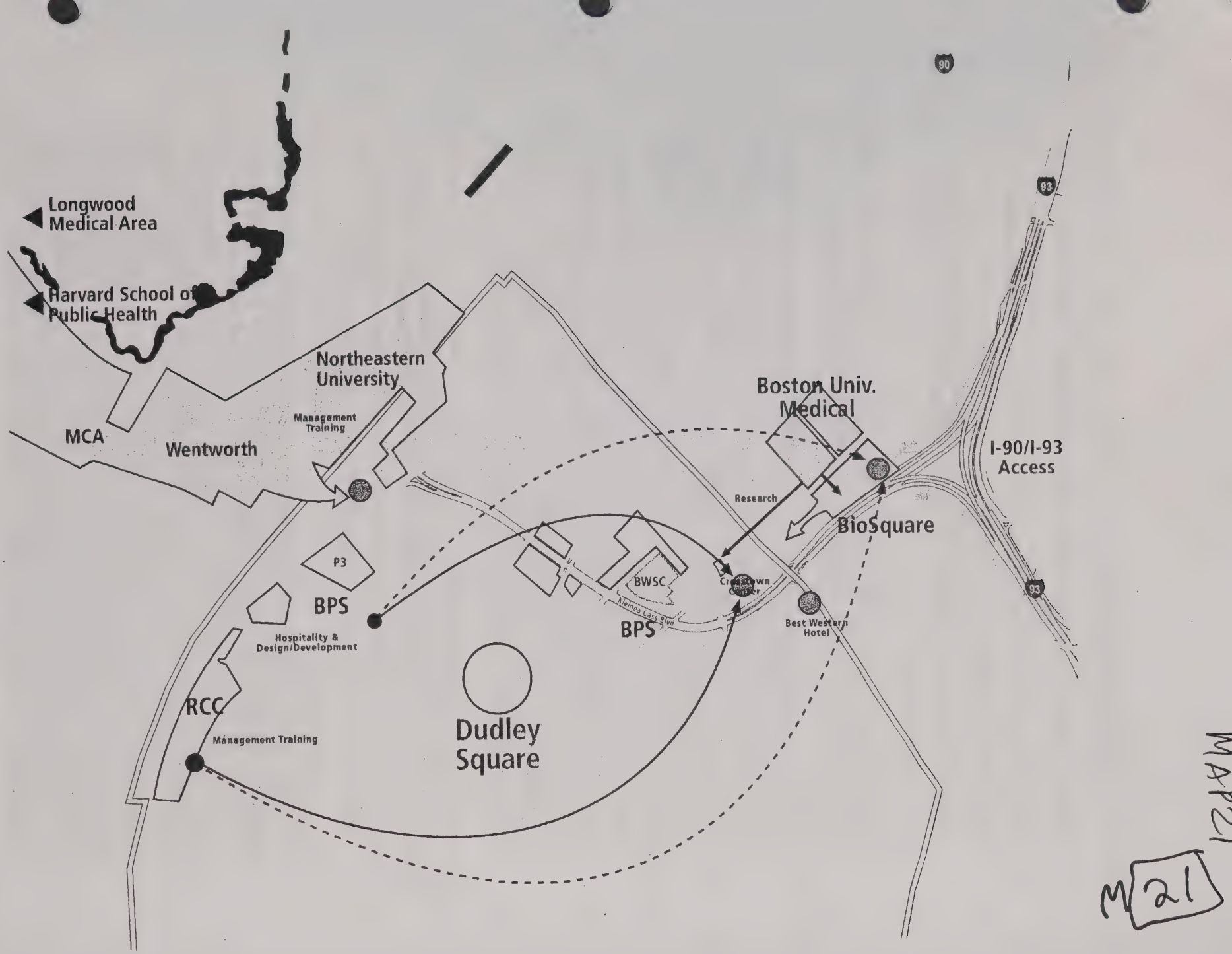
Parcel 18

Northeastern University is encouraged to continue its phased development of this site **[K]**. It is an excellent model of a Transit-Oriented Development and as such, high-density development proposals with limited parking are recommended for the remaining sites. Lively, pedestrian friendly uses should occur on the ground floors.

Parcel P-3 {Insert map 21}

Parcel P-3 [L] is a substantial development parcel with many possibilities. It is one of the largest parcels in the Crosstown Corridor with approximately seven acres of land and an existing building that formerly housed the Whittier Street Health Center. If fully built out, it can be an important and active link between the Reggie Lewis track facility, Ruggles Station, Parcel 18, and other newer developments in Lower Roxbury along Tremont Street. Because of its scale and prominence and widespread interest in the future development of this site, it has been studied in more detail in the following paragraphs.

Parcel P-3 at approximately seven acres is the largest continuous development parcel in the Crosstown Corridor and one of the largest development opportunities in the planning study area. Its close proximity to the Ruggles Street MBTA rapid transit and commuter rail stop makes it an ideal location to implement Transit-Oriented Development principles. There is already considerable interest in developing Parcel P-3 and this will be one of the first opportunities to generate a Request for Qualifications and proposals that will be guided by the goals and objectives of the Roxbury Strategic Master Plan. Although there is not consensus around the specific uses to be developed on Parcel P-3, it is generally agreed that it should be a mix of uses including residential (with an affordable component), retail and commercial uses that would serve the Roxbury community and beyond, and some office uses as an employment generator. Through the RFP process it is anticipated that creative ideas for cultural or entertainment uses might also emerge. Because of this site's close proximity to Ruggles Station and the substantial scale and density of the nearby Whittier Street housing project, the Police Headquarters Building, the Renaissance Park Office Building, the parking garage on Parcel 18 and the Madison Park and John D. O'Bryant High Schools, this site could and should accommodate high-density development. The important caveat is that off-street parking be kept at a minimum.


Longwood Medical Area
Harvard School of Public Health
Northeastern University
Management Training
MCA
Wentworth
Boston Univ. Medical
I-90/I-93 Access
Research
BioSquare
P3
BPS
Hospitality & Design/Development
BWSC
Alewife Cass Blvd
BPS
Best Western Hotel
RCC
Management Training
Dudley Square
90
93
93

MAP21

M 21

Parcel P-3 Urban Design Guidelines

- Buildings proposed for the site should be oriented to reinforce the Tremont Street street-wall.
- Ground floor uses along Tremont Street should be lively and pedestrian-friendly with frequent public entrances.
- Wherever possible, ground commercial, retail and cultural uses should be visually transparent in order to heighten the quality of the pedestrian experience and place more eyes on the street.
- Where appropriate, the massing and setbacks of the proposed buildings should allow for seasonal use of the sidewalks for outdoor dining continuing the successful pattern along Tremont Street and Columbus Avenue in the South End and portions of lower Roxbury.
- The axial relationship between the archway of the Police Headquarters and Parcel P-3 should be considered in the massing concepts. Additionally, the possibility of a direct link between Parcel P-3 and the Madison Park playfields should be explored.
- The Ruggles Street side of Parcel P-3 directly abuts the Whittier Street Housing Project. The development concepts for Parcel P-3 should pay careful attention to the form and massing of these buildings. Care should be taken to design the interface between the two sites so that there is a compatible physical and functional relationship between them. For example, the entries to some of the Whittier Street buildings are accessed directly from Whittier Street. It would not be appropriate to place service drives, loading docks or structured parking on the Whittier Street side of the Parcel P-3. Every effort should be made to enhance Whittier Street as a pedestrian environment and a link to the remaining building on the site that formerly housed the Whittier Street Health Center should it remain in future development scenarios.

P-3 Potential Development Scenarios

The three alternative development scenarios illustrated below are intended to suggest possible massing and site organization concepts that reflect the community's goals for Parcel P-3. They are not intended to be prescriptive and it is expected that prospective developers for the Parcel P-3 will have unique and specific ideas to propose.

1. Urban Village Option

This option is the most aggressive in terms of residential square footage. Illustrated are several residential building typologies including a high-rise structure, a mid-rise, townhouses and a garden apartment building. At the corner of Whittier and Tremont, a mixed-use structure with ground level commercial and retail uses is shown with office space on the upper levels. The commercial space might accommodate a specialty food market. The height of this building should not exceed that of the Police Headquarters or the highest block of the existing Whittier Street Housing Project. In this option, mid-rise housing with below grade parking is illustrated further south on Tremont. Additional parking is shown at-grade throughout the site, but it is expected that the amount of parking on the site will be kept to a minimum to encourage the use of nearby commuter rail and rapid transit service at Ruggles Station. Also illustrated in this scenario is an open space corridor, on axis with the Boston Police

Headquarters' entry plaza. This offers the possibility of a visual link to the Southwest Corridor Park. From Tremont Street, this open space corridor leads to an internal "village green" edged by town homes and a high-rise apartment building. Parking for the low-rise housing could be in adjacent lots or accommodated within the design of the units. Parking for the high-rise housing in this scenario is assumed to be underground. A garden apartment building is shown on Whittier Street facing the existing housing project. This building links the new development proposed at the corner of Tremont and Whittier streets to activities in the renovated former Whittier Street Health Center.

2. **Office Park Option**
This scenario shows new office buildings with commercial and retail functions on the ground floor lining Tremont Street. It anticipates a market at P-3 for back office space or research and development space linked to nearby universities. The buildings shown are configured to have some principal entrances on Tremont Street which combined with ground floor retail and other commercial uses, will create a lively pedestrian environment. These new buildings on Tremont should ideally be similar in height to the Police Headquarters. At the corner of Tremont and Whittier Street a slightly higher "gateway" like structure is illustrated that matches the height of the higher residential blocks of the existing housing project. As in the previous scenario, an open space corridor, on axis with the Boston Police Headquarters, leads to an internal courtyard around which two additional office buildings and a parking garage are sited. The parking structure is located at the rear of the site and faces the service entries and loading docks of the two high schools. It would be the central parking for all of the new buildings, in addition to providing spaces for the former health center building. Short term parking for the commercial/retail spaces are provided for along a new internal street in addition to new curbside parking proposed on Tremont Street. Locating a significant structure on Whittier Street with entries facing those of the housing project helps to energize the pedestrian environment on Whittier Street and enhance access to the redeveloped health center building

3. **Mixed Use Option**
Although the urban village option includes a mixed-use component, the mixed-use scenario illustrated here approaches a more even balance of residential and non-residential uses. In this scheme two substantial buildings are aligned along Tremont Street. Each of these buildings would dedicate the bulk of the ground floor square footage to commercial, retail and culturally oriented uses such as galleries or perhaps facilities for cultural or non-profit organizations. As illustrated, a specialty food market (with a smaller footprint than a standard supermarket) would be included in the structure proposed for the corner of Whittier and Tremont Streets. Both of the buildings would have principal entrances from Tremont. The heights shown are similar to that of the Police Headquarters and the high schools. The buildings create a definable urban street-wall along Tremont, but it is intended that such large structures (in all scenarios) be articulated in their massing to create visual interest, particularly at the scale of the pedestrian. Correspondingly, a plaza is introduced as a break between the two Tremont Street buildings and approximately the same point at which

the entry plaza to the Police Headquarters occurs. Because of the presence of a two-story figural archway in the massing of the Headquarters building at this point, a significant break proposed between the new buildings affords a visual link to the Southwest Corridor Park. Parking for the food market and the commercial, retail, cultural and other ground floor uses would be available at-grade off a new internal street parallel to Tremont. A limited amount of office parking would be provided under one or both of the new buildings. The portion of the parcel east of the new internal street illustrated in this option is devoted exclusively to housing. A mid-rise apartment building is shown on Whittier Street in place of the former health center structure. Its height could match that of the higher blocks of the existing Whittier Street Housing Project. Single-family townhouses or duplexes are shown for the remainder of the site fronting on an internal street with a planted median. Parking is shown on street but could also be incorporated into the design of the townhouses. In summary, each option shown assumes limited parking, generous landscaping particularly to screen unsightly edge conditions, a maximum number of principal entries onto Tremont and Whittier Streets, and a mix of land uses. Building heights and massing concepts are intended to be compatible with the adjacent Whittier Street housing project, and the buildings should be articulated to create visual interest and animation at the pedestrian level. To the extent possible, lively pedestrian friendly uses are sought for the ground floors of any non-residential buildings proposed. The principal concern of area residents will be traffic and parking impacts and it will be incumbent upon proposed developers to make clear how those issues can be addressed by taking full advantage of transit-oriented-development principles.

IV. IMPLEMENTATION AND GOVERNANCE

From the initiation of the planning process, one of the most important and consistent themes articulated by the community participants has been the need to develop mechanisms to implement the recommendations of the Roxbury Master Plan according to its stated principles. Identifying and sustaining sources of funding is an obvious component of any implementation strategy, but equally important is the establishment of a broadly representative entity charged with overseeing the implementation of the of the Roxbury Master Plan for the foreseeable future. For the last two decades, the Roxbury Neighborhood Council (RNC) has been instrumental in creating the interim planning overlay districts (IPOD's) that were the ultimate origin of the Roxbury Master Planning process. As a result, the RNC will play a central role in the Master Plan implementation.

One of the most important goals of the Roxbury Strategic Master Plan is to ensure that its implementation be a community-driven process. The Roxbury Community, the RNC, and elected officials will participate in the decision making process through the creation of the Roxbury Strategic Master Plan Oversight Committee (RSMPOC). The RSMPOC will be made up of individuals nominated by the community through a process conducted by the RNC and Roxbury's elected officials. The Mayor will appoint the RSMPOC members and the committee chair, from this list of nominees provided by the RNC and Elected Officials. The RSMPOC will operate with the advice and consent of the RNC, the BRA, other city and state agencies and other stakeholders to ensure all private and public development activities are in compliance with the provisions and spirit of the Strategic Master Plan by all parties, public and private.

Roxbury Strategic Master Plan Oversight Committee (RSMPOC)

The Roxbury Strategic Master Plan Oversight Committee will be broadly representative of the entire Roxbury neighborhood and have a transparent organizational structure recognized by the community, its elected officials and city government. The RSMPOC will be ultimately accountable and responsible to the community. In addition to oversight duties, the RSMPOC can participate in other planning activities with the advice and consent of the RNC, such as comprehensive zoning review.

The RSMPOC will have clear responsibilities and milestones that will be reviewed annually. The Committee will have representatives from a broad range of neighborhood organizations and community stakeholders and be able to solicit input and resources from the community to support it on key issues. In addition, the RSMPOC will need to work effectively with the city, state and federal agencies, as well as other public and private neighborhood stakeholders.

The Roxbury Neighborhood Council (RNC)

The RNC and its members have been one of the most active participants in the drafting of the Roxbury Strategic Master Plan in the past two and a half years. In addition, the organization has played a principal role in development issues, accountability and

community review for most of the past 20 years. The RNC is a membership organization with a democratically elected board of directors. The membership is comprised of residents of the Roxbury Neighborhood District as defined in the Interim Planning Overlay District (IPOD) map. The RNC has a long established history in representing the neighborhood including drafting the current zoning regulations for Roxbury (IPOD) that were made law by Article 50. According to the Boston Zoning Code Article 50 of Text Amendment #152 (12/18/90):

" the role of community participation in determining appropriate land use regulations and zoning is critical to the success of any zoning article or development plan. The Roxbury Neighborhood Council...may continue to play an active role in advising on land use planning and design review for Roxbury through advising City agencies on land use and design decisions for their neighborhood. In order to encourage community participation, the Boston Redevelopment Authority shall transmit to the Roxbury Neighborhood Council project plans and applications materials for proposed Project received by the Authority in connection with any of the following actions: (a) design review by the Boston Redevelopment Authority pursuant to Section 50-38; (b) Zoning Relief, as defined in Article 2A; or (c) the disposition of publicly owed land, including land disposed of through the Roxbury Land Trust. The Roxbury Neighborhood Council may, within thirty (30) days after the date of such transmittal, file with the Boston Redevelopment written recommendations on any action to be taken by the Authority in connection with the foregoing."

The Roxbury Strategic Master Plan does not envision any changes to the current role of the RNC. The RNC will continue to be responsible for filing its recommendations to the BRA on matters specified in Article 50. Recommendations on RFP, developer designation, developer review, compliance with the Roxbury Master Plan, neighborhood design guidelines review, zoning review, zoning relief, and land disposition are some of the responsibilities the RNC has traditionally held and will continue to hold. Consistent with the spirit of Article 50, the RNC will play a central role in the formation of the RSMPOC.

The RNC, in partnership with Roxbury's elected officials, will nominate at least 30 candidates for the RSMPOC from the neighborhood. The Mayor will appoint 15 people from this list of candidates to the RSMPOC; and also appoint the RSMPOC Chair. Elected Officials will also serve as ex-officio members of the committee. The RSMPOC members will serve on staggered three-year terms. The RSMPOC will be staffed by the BRA and establish its own working procedures that will be reviewed annually for ratification. Members of the committee will attend meetings, once or twice a month that will take place in the evenings. Nomination to the RSMPOC will be conducted by the RNC in partnership with Roxbury's elected officials. The nominees will be chosen from members of the Roxbury community who represent organization categories that include tenant organizations, merchants associations, neighborhood associations, religious organizations, human service organizations, and community development corporations. In addition to nominations from these categories, the RNC and elected officials may nominate any number of individuals, and community members who can enhance the

representative nature of the committee. The flow charts on the following pages illustrate the establishment of the RSMPOC and the nomination requirements

Responsibilities of the Roxbury Strategic Master Plan Oversight Committee

The RSMPOC will be charged with broad set of responsibilities, however, in order to avoid duplicating or competing with existing, traditional community review process the RSMPOC will need to define its focus and priorities, with the advice and consent of the RNC and other existing neighborhood review committees. For example, the Jackson Square Coordinating Group, Dudley Street Neighborhood Initiative, Blue Hills Task Force, the Garrison Trotter Neighborhood Association, Crosstown Council and other neighborhood review groups. The RSMPOC responsibilities will include:

- **Promoting the Plan**

The RSMPOC will work in concert with RNC to ensure that the Roxbury Master Plan is presented to and supported by the broadest cross section of community.

- **Creating sub-committees**

The RSPMOC will form sub-committees in coordination with the RNC and elected officials to address specific recommendations outlined in the Roxbury Master Plan. In particular, Project Review Committees will be formed to focus on individual projects.

- **Identify and pursue funding options**

The RSMPOC will work collaboratively with public, non-profit, for-profit entities to secure funding for implementation of the Roxbury Master Plan elements.

- **Evaluation**

The RSMPOC will track the progress of the Roxbury Master Plan, and conduct a review of the Roxbury Master Plan's effectiveness at regular intervals. With the advice and consent of the RNC, the RSMPOC will propose revisions to the Roxbury Master Plan.

- **Public Awareness**

The RSMPOC will use a variety of media and forums to keep the Roxbury community, the general public and interested parties appraised of development issues and of the committee's activities.

- **Disposition of Public Parcels**

With the advice and consent of the RNC, the RSMPOC will assist the City and other public agencies in the disposition of publicly owned parcels. The functions in which the RSMPOC will participate include:

1. Land Use Proposals
2. Parcel Disposition Schedule
3. Coordinating Community Review
4. Review draft and modifications of Request for Proposals (RFP)

Project Review Committees

When the BRA issues a RFP for a specific parcel, the RSMPOC will form a Project Review Committee (PRC) that will consider and review the disposition, developer designation, and Master Plan compliance status of proposals or ongoing projects on

particular parcels. The PRC's will make recommendations on these matters to all the public agencies involved in the disposition process as well as the RNC, elected officials and the whole community.

Every PRC will be made up of 5 members from the RSMPOC. Additional members (between 4 and 10) will be appointed by the BRA Director from a list of nominations with at least 15 candidates to be determined by the RNC and the Roxbury's elected officials. That list will include representatives from among groups such as legal abutters, resident abutters, local neighborhood associations, and other district stakeholders. The size of each PRC will vary depending on the specific project and parcel. In any event, a PRC will have at least 9 members and not more than 15 members.

The PRCs will assist in the disposition of public parcels by providing recommendations on:

- Review of RFP responses
- Notification of public review and comment at each step in the land disposition process
- Developer Designation

During this process, the RNC will retain its role in making recommendations to the BRA based on its traditional community review process. After the Developer Designation process is complete, the City's Article 80 Development Review Process will be initiated.

The Roxbury Strategic Master Plan

Roxbury Strategic Master Plan Oversight Committee

•Oversees Implementation of Master Plan in the disposition of publicly owned parcels

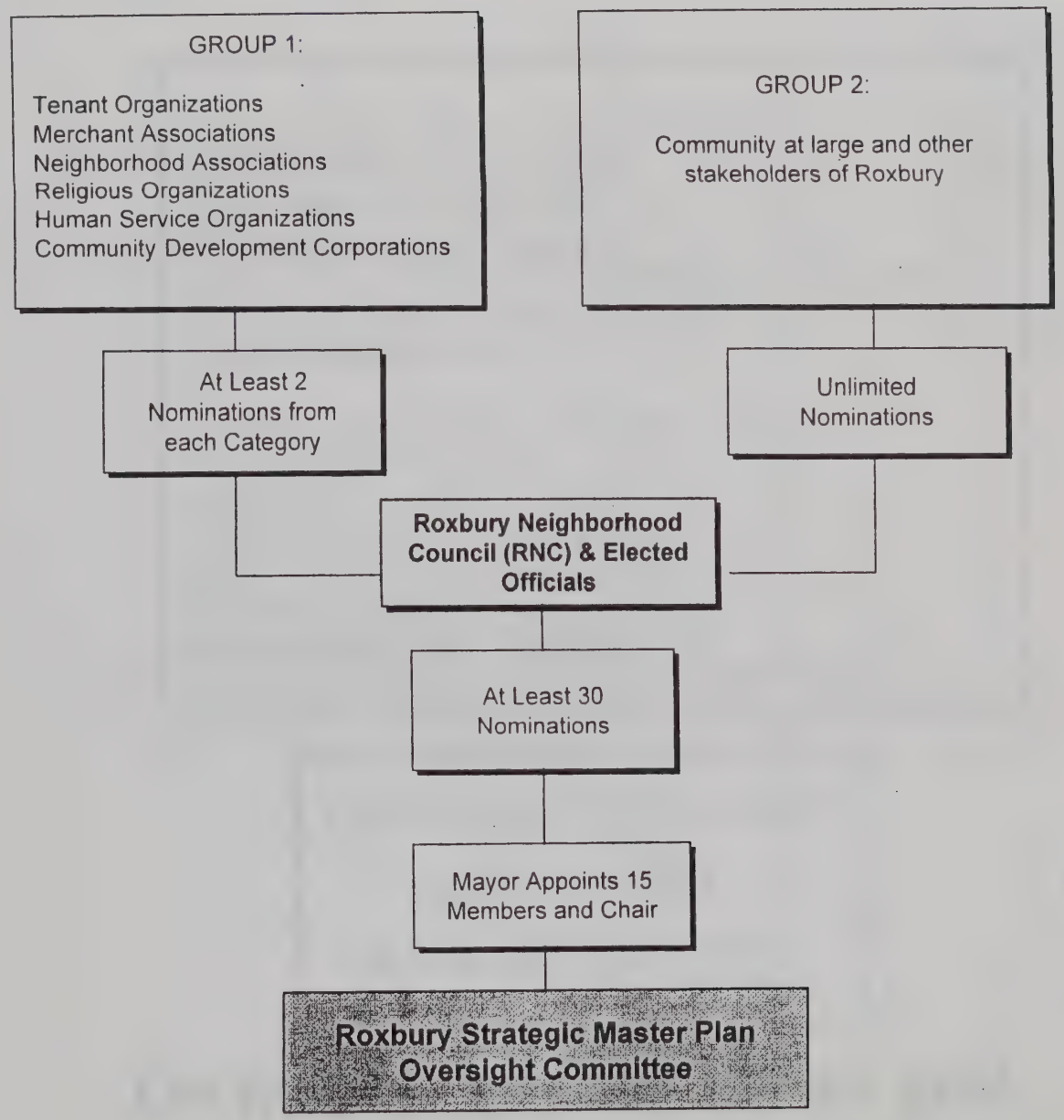
- •Proposing land use programs
- •Recommend the order of parcel disposition
- •Coordinating public comment and input
- •Review drafts of RFPs
- •Recommend changes to RFP
- •Coordinate with other existing neighborhood review committees

•Promoting Master Plan

- •Creating subcommittees to review individual parcels
- •Set bench marks and review on the proposals for effectiveness of the plan on the activities of RSMPOC
- •Public outreach and communication
- •Review zoning in concert with RNC
- •Identify funding sources to implement the plan

Formation of the Roxbury Strategic Master Plan Oversight Committee

Chart 2



Formation of Project Review Committees

Chart 3

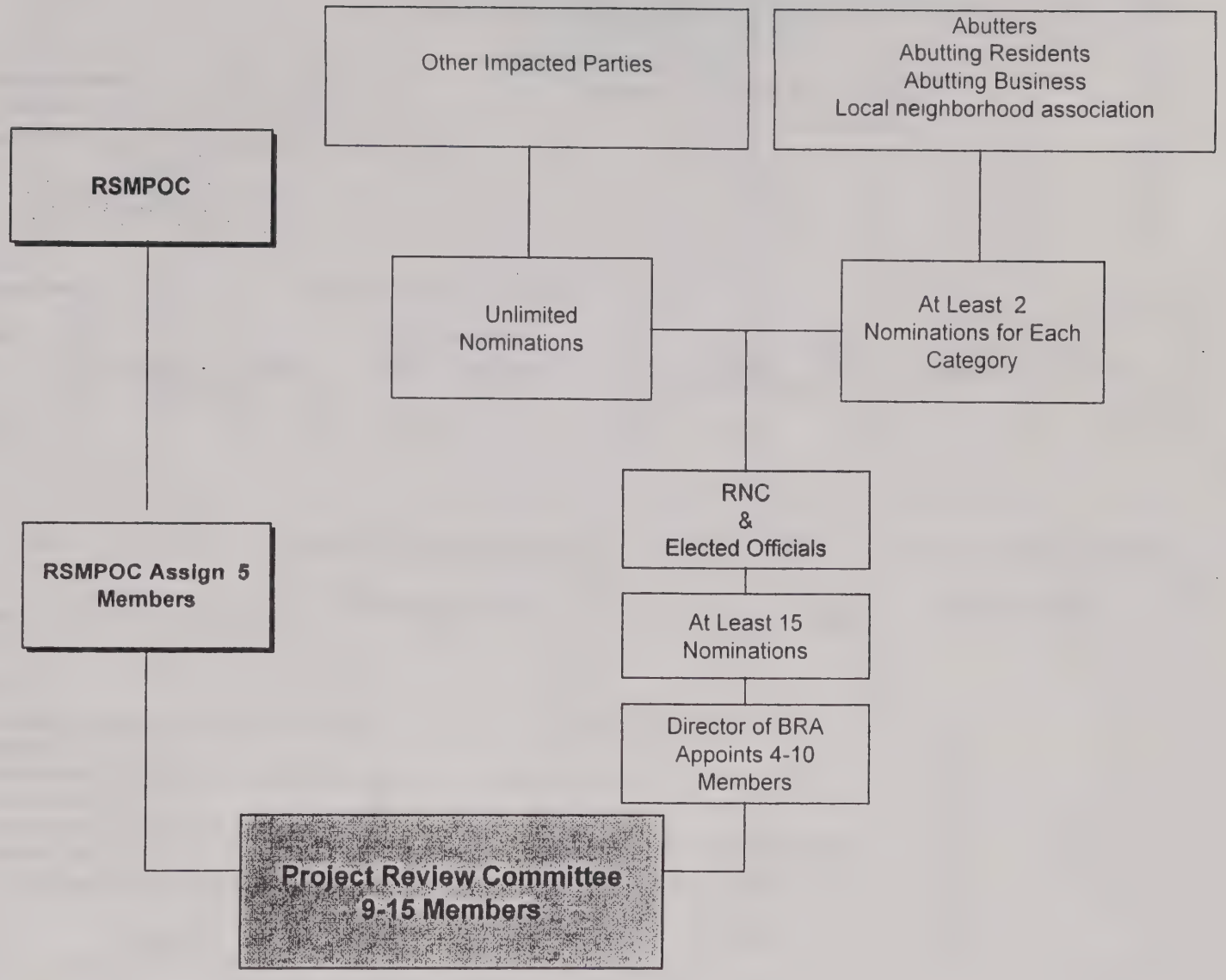
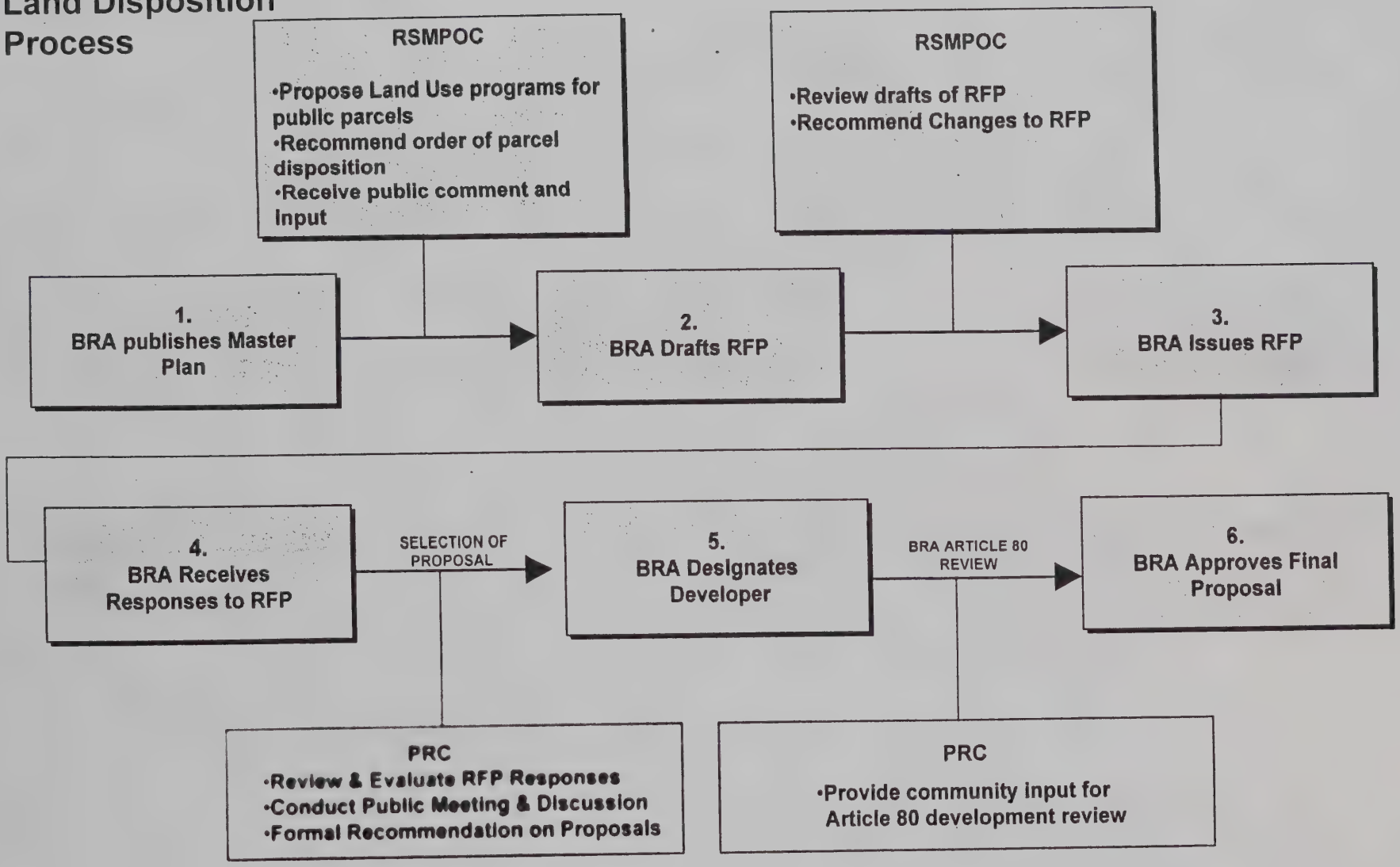


Chart 4

Land Disposition Process



V. ACKNOWLEDGEMENTS

City of Boston
Boston Redevelopment Authority
Boston Transportation Department
Department of Neighborhood Development
Environment Department
Office of Civil Rights
Parks and Recreation Department

Consultants
Stull and Lee, Inc., Lead Consultant
M. David Lee, Juana Salazar, Deborah Galiga, Darren Braithwaite
Abt Associates, Housing
Gayle Epp, Geraldine Campos, Scott Hebert
Bevco Associates, Economic Development
Beverley Johnson
Byrne, McKinney and Associates, Market and Financial Feasibility
Pamela McKinney
The Cecil Group, Economic Development
Economics Research Associates, Economic Development
Patrick Phillips
Multisystems, Transportation
Susan Bregman
Hezekiah Pratt and Associates, Inc., Urban Design
Hezekiah Pratt
Primary Group, Economic Development
Kirk Sykes, Matthew Bluette
Tams Consultants, Transportation
David Black, Michael Burke, Sanjay Grover
Tufts University and The William Trotter Institute
Dr. James Jennings and Regina Rodriguez-Mitchell

The Roxbury Neighborhood Council, Inc.
Bruce Bickerstaff, Chairman
Julio Henriquez
Sylvania Hyman, III
Herbert (Kwaku Zulu) Jackson*
Kerrick Johnson
Jean Morgan
Robert Terrel
Scotland Willis

*Deceased, 2002

Roxbury Community Working Group

Luqman Abdur-Razzaq, *New Visions CDC*
Zakiya Alake, *Project RIGHT, Inc.*
Yusuf Aldul-Wali
Klare Allen, *ACE*
Ron Ancrum, *AGM*
Jeanette Avant
Matthew Balls, *Roxbury Boys and Girls Club*
Lloyd Banton, *Ashmont Flowers Plus*
Nancie Barber, *ACE & Hawthorne Area Assoc.*
Jim Barrows
Joe Barton, *Restore Olmsted's Waterway*
Dolly Battle
Byron Beaman, *Historic Neighborhoods*
Sharon Bennett, *Alice Taylor Development*
Bruce Bickerstaff, *Roxbury Neighborhood Council*
Libby Blank, *Boston Water & Sewer Comm.*
Bruce Bolling, *Massachusetts Alliance*
Royal Bolling, *Mandella Computer Learning Ctr.*
Horace Bowden
Rose A. Brayboy
Deborah Briggs
George Brown
Laura Brown, *BAM Roundtable*
Omar Brown, *Ashmont Flowers Plus*
Susan Brown
Doris Bunte, *Center for the Study of Sport in Society*
Edna Bynoe, *Orchard Gardens Resident Association*
B. Callender, *Williams Street Homeowners*
Kate Carpenter, *Citizen Schools*
Shirley Carter, *Dorchester/Mattapan Civic Association*
Phyllis Cater, *Whittier Street Health Center*
Lesley Cayton, *Boston Connects, Inc.*
Connie Cecil, *JPCN;Board, Franklin Park Coalition*
Amy Chan, *Citizens Schools*
Darren Clark, *Dimock Community Health Center*
Cornell Coley, *BNN.TV*
Nyvia Colon, *Madison Park Development Corporation*
Pauline Coulter, *Jewish Memorial Hospital*
Patricia Courtney, *Urban Edge/Friends of Cass Rink*
Stephen Craddock, *St. James Educational Center*
Tony Crayton, *Parcel 18 Task Force*
Lawrence Cronin, *Jamaica Plain Neighborhood Council*
Patrick Cusick, *SNAP*
V. Paule Deare, *American Cities Coalition*
Corine Desseau
David Dickerson, *Elks*
David L. Dickerson, *I.B.P.O.E.*
W. Charles Dickerson, *Elks*
William Dottin, *Historic Neigh./First Church Roxbury*
Matelda Drayton
Jeanne DuBois, *Dorchester Bay EDC*
Sandra Dupry
Richard Evans, *Madison Park Development Corp.*
Lucy Fazzio
Nicole Flynt, *DSNI*
Inez Foster, *Boston Connects, Inc.*
Evelyn Friedman-Vargas, *Nuestra Communidad CDC*
Brenda Gadson, *Roxbury Multi Service Center*
Ron Garry, *Tropical Foods*
Robert George, *Zoo New England*
Tamsen George, *Shirley-Eustis House*
Alvin Godfrey, *ABCD & GHEHAG*
Leslile Godfrey, *Humanity Inc.*
Steven Godfrey, *Elm Hill Family Ser. Ctr.*
Warren Goldstein-Gelb, *ACE*
Katya Gorker, *Berwick Research Institute*
Sheila Grove, *Washington Gateway Main Street*
Lorenzo Griswold, *Urban Edge*
Mossik Hacobian, *Urban Edge*
George Hamm, *Elks*
Scott Hamwey, *CTPS*
Cecil Hansel
Lloyd Harding CRCLT-Mt. Pleasant
Vine Joyce Harper
Daniel Hart EAFA
Jose Taino Hatuey, *SNAP*
Percy Hayles, *Roxbury Neighborhood Council*

Richard Heath, *Roxbury Neighborhood Council*
Julio Henriquez, *Roxbury Neighborhood Council*
Venessa Hilaine, *Historic Neighborhoods*
Joanne Hilferty, *Morgan Memorial Goodwill Industries*
David Holtzman, *ACE*
J. Horman, *AAA Rentals*
Syvalia Hyman III, *UDC/Roxbury Neighborhood Council*
Dennis Jackson, *Emmanuel Enterprises*
Kerrick Johnson, *Madison Park Development Corp.*
Danette Jones, *Madison Park Development Corp.*
Sensie Kabba, *Quincy/Geneva Housing Corporation*
Victor Karen, *RF Walsh Company, Inc.*
Irene Keky
Ellen Kelly
George Kenney, *Community of Color Outreach*
Robert Kinney
Elena Kontos
Stephany Kontos
Michael Kozu, *Project RIGHT, Inc.*
Nina Lanegra, *BAM Roundtable*
John Madden
Crystal Mallard
Carlos Martinez, *La Alianza Hispana*
Douglas Mason
Pat McCalla, *Tufts University*
Keith McDermott, *Reggie Lewis Track and Athletic Center*
Joan Miller
Yawu Miller, *Bay State Banner*
Matthew Mittelstadt, *EAF Associates*
Brian Maloney, *Newmarket Association*
Isabelle Monteirro, *Historic Neighborhoods*
Auda Morales
Pablo More
Jean Morgan
Michael Morris
Larry Murchison
Khalid Mustafa, *Urban League of Eastern Mass.*
Mary Natale
Jacquelyn Payne-Thompson, *Equal Rights League*
Jeanne Pinado, *Madison Park Development Corp.*
Joanne Pokaski, *Morgan Memorial Goodwill Industries*
David Price, *Madison Park Development Corp.*
Maribel Quinones, *Nuestra Comunidad Dev. Corp.*
Linda Raine
Cornelius Reddick
Michael Reiskind
Daniel Richardson, *Grove Hall Safe Neighborhoods Initiative*
Marlena Richardson, *Garrison-Trotter Neighborhood Association*
Boston Neighborhood Network Facility
Lois Roach Frankel
Robinson Ginny Robinson ABCD & GHEHAG
William Rodriguez, *La Alianza Hispana*
John Rumpler, *Alternatives for Community & Environment*
Gareth Saunders
Eswaran Selvarajah
Diane Simpson, *Jamaica Plain Co-housing Network*
Boyce Slayman, *Roxbury Community College*
Edna Smallwood, *Grant Manor Tenant's Association*
Michelle Smith, *BMA Roundtable*
Odessa Smith, *GHEHAG*
Sherry Smith, *Warren Gardens Tenants Association*
Barbara Spears
Joyce Stanley, *Dudley Square Main Streets*
Leroy Stoddard, *Urban Edge*
Andrea Swain, *Roxbury Boys & Girls Club*
Robert Terrell, *Washington Street Corridor Coalition*
Tunua Thrash, *Madison Park Community Dev. Corp.*
Pat Toney
Askia M. Toure, *Black Arts Roundtable*
Clayton Turnbull, *Dudley Merchants*
Dwaign Arshad Tyndal, *DSNI*
Crystal Tyson
Madeline Vega, *Nuestra Comunidad*

Dianne Walters-Smith
Maja Weisi-Johnson, *BOTH CDC*
Karen Wepsic, Federation for Public Transportation
Barbara Williams, *GH Housing Advisory Group*
Scotland Willis, *Boston Neighborhood Lifestyle, Inc.*
George Wilson
Malcolm Wynn, *RLTAC*
Younger Adams Street Branch Library
Valdis Zusmanis, *Carol R. Johnson & Assoc., Inc.*

Boston Redevelopment Authority
Muhammad Ali-Salaam
Lynn Berkley
Jansi Chandler
Curtis Davis
Martin Gamache
Dick Garver
Armindo Goncalves
Andrew Grace
Linda Mongelli Haar
Geauanne Hill
Arthur Jemison
Kimberly Jones
Meg Kiely
Kathy Kottaridis
Noah Luskin
Hugues Monestine
Prataap Patrose
Jessica Pineo
Ines Soto
Martin Von Wyss

Boston Transportation Department
Ralph DeNisco
Vineet Gupta

City of Boston
Claudette Bailey *Boston Parks and Recreation Department*,
Elizabeth Boocock *Cultural Affairs*
Linda Dorcena-Forry *Department of Neighborhood Development*
Shelia A. Dillon *Department of Neighborhood Development*
Aldo Ghirin *Boston Parks and Recreation Department*
Sandra Henriquez *Boston Housing Authority*
Ellen Lipsey *Boston Landmarks*
Commissionor Marlow *Boston Housing Authority*
Joanne Massaro *Department of Neighborhood Development*
Reginald Nunnally *Boston Empowerment Center*
Charlotte Golar Richie *Department of Neighborhood Development*
Juanita Wade *Office of Health and Human Services*

Victoria Williams *Office of Civil Rights*

Commonwealth of Massachusetts
Noah Berger, *MBTA Advisory Board*
Peter Calcaterra, *MBTA Planning Department*
David Carney, *MBTA*
Brian Clark, *Central Transportation Planning Staff*
Lorenzo Griswold, *Office of Representative Kevin Fitzgerald*
Angie Jolie, *Office of Representative Liz Malia*
Linn Torto, *Executive Office of Administration & Finance*
Mark Boyle, *MBTA Real Estate*
Michael Alogna, *Executive Office of Administration & Finance*
Martha McMahon, *Division of Capital Asset Management*

Elected Officials
Representative Kevin Fitzgerald
Representative Gloria Fox
Honorable Stephen Lynch
Representative Elizabeth Malia
Senator Brian A. Joyce
Representative Byron Rushing
Representative Jeffrey Sanchez
Representative Marie St. Fleur
Councilor Charles "Chuck" Turner
Lorraine Fowlkes *Councilor Turner's Office*
Senator Dianne Wilkerson

Boston
Landmarks
Commission

City of Boston
The Environment
Department

Boston City Hall, Room 805
Boston, Massachusetts 02201
617 635-3850

John C. Bowman, III, Chairman
Allan A. Hodges, Vice Chairman
John Amodeo
Sally B. Baer
Edward Dusek
Harron Ellenson
John Freeman
Thomas Green
Pamela Hawkes
Thomas Herman
Leon V. Jacklin
James Keefe
William Marchione
Susan D. Pranger
Douglas P. Reed
Richard F. Schmidt
Lisa Serafin
Mark Verkennis
Ellen J. Lipsey, Exec. Director

Boston Landmarks Commission
Preservation Tools

National Register

The National Register is our nation's official list of historic properties worthy of preservation.

- **Review:** Rehabilitation projects involving the use of federal funds, permits, or licenses are subject to review by the Advisory Council on Historic Preservation. Section 106 of the National Historic Preservation Act of 1966, as amended, requires Federal agencies to consider the effects of their activities on historic properties, and to give the Advisory Council an opportunity to comment on such activities. Due to the concurrent listing of NR properties on the State Register of Historic Places, projects involving the use of state funds, permits, or licenses are subject to a similar review by the State Historic Preservation Officer.

- **Economic Incentives:** Preservation tax credits are provided for professional-quality rehabilitations of National Register properties. The Tax Reform Act of 1986 establishes:
  - a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial, and rental residential purposes.
  - a straight-line depreciation period of 27.5 years for residential property and 31.5 years for nonresidential property for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claimed.

- **Preservation Grants:** The Massachusetts Historical Commission administers the Massachusetts Preservation Projects Fund (MPPF), a competitive matching grant program for National Register properties in municipal or non-profit ownership. $4 million has been allocated for the 1998 grant round. Grant recipients must provide a 50% match (dollar for dollar) to the grant amount. The maximum grant request is $100,000, resulting in a total project cost of a least $200,000.

Boston Landmark

A Landmark is a property or site which has historical, social, cultural, architectural, or aesthetic significance to the city and the commonwealth, the New England region, or the nation.

- **Review:** The Boston Landmarks Commission reviews projects involving physical changes to Landmark properties and properties under consideration for Landmark designation. The review process is informed by the Commission's *General Standards and Criteria*, as well as the specific design guidelines prepared for property at the time of designation. Building permits are not granted for Landmark properties until the owner is in receipt of the appropriate certificate, either approval or exemption, from the Boston Landmarks Commission.

Printed on recycled paper

Appendix B: Select Bibliography for Roxbury's History and Politics

Ronald Bailey with Diane Turner and Robert Hayden, *Lower Roxbury: A Community of Treasures in the City of Boston*, The Department of African-American Studies and Northeastern University (Boston, Ma: The Lower Roxbury Community Corporation and the Afro-Scholar Press, 1993)

Leland Clark, Exhibition: *Pulpits, Harmonies, and Dreams: A Glimpse of the Black Communities of Boston From 1805 – 1980* (Boston, Ma: The Roxbury Crossing Historical Trust, 1999)

Phillip Clay, *The Emerging Black Community in Boston* (Boston, Ma: William Monroe Trotter Institute and University of Massachusetts Boston, 1985)

Robert Hayden, *Faith, Culture, and Leadership: A History of the Black Church in Boston* (Boston, MA: Boston NAACP, 1983)

James Horton and Lois Horton, *Black Bostonians: Family Life and Community Struggle in the Antebellum North* (New York, NY: Holmes and Meier, 1979)

James Jennings and Mel King, *From Access to Power* (Schenkman Publishers, Cambridge, Ma: 1984)

Elizabeth H. Pleck, *Black Migration and Poverty: Boston, 1865-1900* (New York: Academic Press, 1979)

Eswaran Selvarajah, *Crosstown: Enigma or Economic Engine?* (Boston, Ma: South End Neighborhood Action Program, 1999)

Appendix C: Towards Economic Development of Roxbury

The purpose of this Appendix is to:

A.) Provide additional detail and information about resident concerns and visions regarding economic development activities in Roxbury;

B.) Provide information about guideposts for economic development strategies and decision-making that reflects the principles and values adopted for the Roxbury Strategic Plan;

C.) Propose preliminary ideas and suggestions for planning economic development activities in Roxbury.

The information in this Appendix is based on input from residents, elected officials, civic leaders, and business representatives in Roxbury.

Several broad ideas represent components of a framework for planning and implementing economic development strategies and actions in Roxbury. *First*, this Appendix serves as a reminder that the Roxbury neighborhood has considerable economic resources that can be leveraged for the benefit of residents and the city. These resources include the following:

- Roxbury's prime central location and implications for economic development that touches the city and the region;
- Roxbury's impressive architecture;
- Roxbury's substantial amount of open space and underutilized land, including a diverse housing stock;
- Roxbury's youth representing a key component in Boston's continued workforce competitiveness;
- Roxbury's racially and ethnically diverse population, with a considerable elderly residents representation.

These represent potential resources that can be tapped to facilitate economic development strategies and activities in the neighborhood. But the neighborhood also has considerable fiscal resources. For example, the following tables show both assets, and liabilities, for Roxbury.

The first chart, "*2001 Assets and Liabilites – Households*" lists the kinds of assets held by households in Roxbury in terms of the number of owners, but also the percent distribution. The first chart shows that residents/households in Roxbury own certificates

of deposit, savings bonds, stocks, and retirement accounts. The second chart indicates the considerable value and net-worth of assets held by Roxbury households.

2001 Assets and Liabilities - Households

2001 Assets and Liabilities – Households	Roxbury (RMP)	
Households by Ownership of Assets	17,252	base
Owning Certificates of Deposit	2,345	14%
Owning Savings Bonds	4,019	23%
Owning Bonds	591	3%
Owning Stocks	2,822	16%
Owning Mutual Funds	2,223	13%
Owning Retirement Accounts	7,697	45%
Owning Life Insurance with Cash Value	5,437	32%
Owning Other Managed Assets	658	4%
Owning Other Financial Assets	2,015	12%
Owning Any Financial Assets	15,586	90%
Owning Vehicle Assets	14,404	83%
Owning a Primary Residence	3,961	23%
Owning Investment Real Estate	3,177	18%
Owning Business Assets	2,037	12%
Owning Other Non-Financial Assets	1,629	9%
Owning Any Non-Financial Assets	15,488	90%
Having A Mortgage Debt	3,961	23%
Households by Liabilities		
With Installment Payment Debt	8,197	48%
With Other Lines of Credit Debt	390	2%
With Credit Card Debt	8,008	46%
With Investment Real Estate Debt	1,247	7%
With Other Debt	1,644	10%
With Any Debt	13,089	76%
With Net Worth	17,252	100%

2001 Assets and Liabilities - Aggregate Value of Assets by Type

2001 Assets and Liabilities - Aggregate Value of Assets by Type	Roxbury (RMP)
Aggregate Value of Assets	
Transaction Accounts	$159,694,000
Certificates of Deposit	$85,929,000
Savings Bonds	$13,069,000
Bonds (Not US Savings)	$63,256,000
Stocks	$100,169,000
Mutual Funds	$164,994,000
Retirement Accounts	$563,791,000
Cash Value Life Insurance	$98,459,000
Other Managed Accounts	$68,565,000
Other Financial Assets	$37,024,000
Any Financial Assets	$1,354,951,000
Vehicles Owned	$529,564,000
Home Equity	$2,895,500,000
Investment Property Equity	$631,907,000
Business Equity	$562,635,000
Other Non-Financial Assets	$55,568,000
Any Non-Financial Assets	$4,675,180,000
Aggregate Value of Debts	
Mortgage Debt	$1,100,540,000
Installment Loan Debt	$191,794,000
Lines of Credit Debt	$5,952,000
Credit Card Debt	$46,334,000
Investment Real Estate Debt	$124,111,000
Other Debt	$15,198,000
Total Debts	$1,483,929,000
Net Worth	$1,411,578,000

NOTE: THIS DATA applies to Roxbury boundaries as described in the Roxbury Master Plan. Data is based on estimates produced by Applied Geographic Solutions in 2001

A *second* important component for planning economic development consistent with the Roxbury Strategic Plan principles and values is the recognition that the neighborhood is home to many businesses in various areas of expertise. Roxbury has approximately 1,078 businesses, of which the majority (491) are in services. The next highest proportion of businesses is in retail and wholesale trade. There are 66 construction firms and 57 manufacturing firms. "FIRE" firms (Finance, Insurance, Real Estate) comprise 84% of all businesses in this neighborhood.

A *third* component for the framework is that strategies should be guided by the need to generate wealth in Roxbury, as well as multiply the wealth at greater levels by guiding the expenditure of disposable income within the neighborhood.

A *fourth* component for Roxbury's economic development is strategic diversity. This means that there are no panaceas in terms of responding to the economic needs of the residents of Roxbury. Strategies that are based on a one-shot approach will not be

effective, and furthermore, such strategies have been rejected by Roxbury residents and leaders. Strategic diversity calls for a range of economic development approaches and activities that can help the neighborhood become less vulnerable during economic downturns, and minimize weaknesses in particular economic sectors.

A *fifth* component to the framework is insistence on hard data and analysis in terms of benefits that are proposed or expected from any proposed economic development strategy or activity. Consistent with the Roxbury Strategic Plan, any proposed economic development strategy or activity has to be explicit in terms of benefits for residents, whether in terms of the number and type of jobs, redress for spillover effects, or external costs resulting from economic development, or proposed community benefits.

And finally the *sixth* component for effective economic development for Roxbury is that strategies should be based on a range of approaches that increase the availability of small and locally-based businesses, while also enhancing the capacity of such businesses in various ways, especially in terms of bonding capacity.

Given this framework, the following are preliminary ways to begin planning and implementing a range of economic development strategies and activities in Roxbury. This section offers a series of questions that can be used to evaluate, or assess, any economic development proposals that affect land use in Roxbury.

- In the interests of increasing the availability and capacity of small businesses based in the neighborhood, are these small businesses that are located in the neighborhood being utilized on capital projects and improvements, including public schools, transportation projects, and housing, through a) contracts; b) sub-contracts, or c) joint ventures?

- How will the bonding capacity of small businesses improve as a result of the proposed economic development activity?

- Are there opportunities to assist in enhancing the capacity of small businesses through linkages with city-level and regional development activities?

- Were representatives of local businesses included in the development of the proposals or plans?

- Was a "local small business impact" study (Similar to the Massachusetts Executive Office of Environmental Affairs, 'Fiscal Impact Tool' to accompany economic development proposals) completed by entities interested in pursuing economic development plans? (see "Fiscal Impact Tool: A Community Preservation Tool to Assess the Fiscal Impacts of New Development in Your Community" April 2000).

- Is the economic development proposal consistent with the workforce characteristics of residents of Roxbury and surrounding neighborhoods?

- How will the principals involved with the economic development proposal utilize joint venturing and sub-contracting to enhance the capacity of local businesses?

- How will the construction of housing and physical infrastructure utilize local businesses?

- What are the projected numbers of jobs by occupation and skills over the life of the economic development plan? How will information about the numbers and types of jobs projected be shared with community organizations and faith-based organizations?

GOVDOC
113/B16
CA
03/10
Draft

RECEIVED
NOV 05 2003
BOSTON PUBLIC LIBRARY
GOVERNMENT DOCUMENTS DEPARTMENT

The Roxbury Strategic Master Plan
Building a 21st Century Community

~~2nd Draft~~
~~December 6, 2002~~
Black Line Copy
August 20, 2003

~~Boston Redevelopment Authority~~

The Roxbury Strategic Master Plan
Building a 21st Century Community

Table of Contents

FOREWORD ..... 5~~3~~

I. FOUNDATIONS OF THE PLAN ..... 6~~4~~
Principles and Values ..... 6~~4~~
Overall Goals and Objectives ..... 7~~5~~

II. THE ROXBURY NEIGHBORHOOD ..... 9~~7~~
~~Definition of the Study Area~~Roxbury's Boundaries ..... 9~~7~~
Sub-Neighborhoods ..... 9~~7~~
~~A Brief~~Early History ..... 9~~7~~
~~Socio-~~Social and Economic Profile ..... 10~~8~~
Community Assets ..... 12~~10~~

III. PLANNING GOALS AND STRATEGIES ..... 15~~13~~
Arts & Cultural Heritage ..... 16~~14~~
Open Space & Recreation ..... 19~~17~~
Historic Preservation ..... 23~~20~~
Economic Development & Job Creation ..... 26~~22~~
Transportation ..... 37~~31~~
Transportation as Smart Growth ..... 37~~31~~
Transportation as Economic Development ..... 50~~42~~
Housing ..... 54~~45~~
Maintenance and expansion of affordable housing ..... 56~~46~~
Strategies for increasing individual and cooperative homeownership rates ..... 59~~49~~
Designing and planning of innovative housing ..... 61~~51~~
Maintaining the quality of public housing ..... 62~~52~~
Community-Wide Urban Design Recommendations ..... 64~~54~~
The Crosstown Corridor: A Focus Area ..... 75~~65~~
Crosstown Corridor Principles ..... 76~~66~~
Parcel Development Program ..... 76~~66~~
General Crosstown Urban Design Guidelines ..... 77~~67~~
Site Specific Crosstown Urban Design Guidelines ..... 80~~69~~
Parcel P-3 ..... 82~~72~~

IV. IMPLEMENTATION AND GOVERNANCE ..... 86~~76~~

V. ACKNOWLEDGEMENTS ..... 89~~79~~

Appendix A: ~~Draft Social, Demographic and Economic Overview of Roxbury~~Landmarks
Appendix B: ~~Draft Overview of Roxbury History~~ Select Bibliography for Roxbury History and Politics
Appendix C: ~~Draft Towards The~~ Towards Economic Development of Roxbury:

Appendix D: Memorandum of Agreement
Appendix E: Contextual Development Plan for Jackson Square Executive Summary

Please Note: The following documents can be obtained at the BRA, 9th floor, Boston City Hall. Contact Person: Ines Soto 918.4434.

Text Amendment #152, City of Boston Zoning Code, Article 50, Roxbury Neighborhood District Zoning, is available online at www.cityofboston.gov/bra/PDF/ZoningCode/Article50.pdf or can be obtained at the BRA, 9th floor, Boston City Hall.

A. Article 80 of the Boston Zoning Code

B. Roxbury Vision Study, April 12, 1989

C. Roxbury Neighborhood Plan, November 27, 1990

D. South End/Lower Roxbury Development Policy Plan, January 1994

E. Crosstown Enigma or Economic Engine published by SNAP, November 1998

G. Conciliation Agreement between South End/ Lower Roxbury Housing & Planning Coalition, the BRA, City of Boston and the U.S. Department of Housing and Urban Development, January 16, 2001

FOREWORD

The Roxbury Strategic Master Plan represents a commitment to build a social and economic vibrant ~~strong and united~~ Roxbury. The Plan outlines a strategic planning agenda that will serve as the framework to guide change and economic growth for the next ten to twenty years. While the Plan is primarily about land use, it recognizes the direct relationship between land use decisions and quality of life. It builds upon Roxbury's considerable assets to provide a high quality physical environment that is attractive, safe and convenient for residents, businesses and visitors. It is a plan that values and promotes education and job readiness at all levels and gives residents choices in how they participate in the civic, cultural and economic life of the community. In response to the need for sustainable development, and environmental justice, it links businesses, community organizations, and other sectors with the well-being of residents. ~~businesses in Roxbury are encouraged to be environmentally sensitive, conserve resources, train and hire community residents and put the concept of environmental justice into practice.~~

The Plan acknowledges and values the youth of Roxbury and seeks to put in place an environment in which to grow and learn, that will prepare them to meet the changes and challenges of the 21st century workplace and become proactive participants in the civic life of the city.

The publication of this Plan is a beginning of an ongoing planning process for Roxbury. It is designed to be flexible enough to respond to unforeseen challenges and opportunities. The Plan is framed by the community's articulation of a set of **core values and principles** established to guide the community planning process. The Plan provides structure and guidance to current and future development efforts. It includes achievable standards and ~~specific short and long term~~ implementation strategies which will facilitate the development of thriving neighborhood commercial centers, provide for a variety of housing types, foster continued diversity in its resident population, and support an efficient and effective transportation network, ~~all~~ resulting in an affordable and decent quality of life for current and future residents.

I. FOUNDATIONS OF THE PLAN

Principles and Values

The following core principles and values frame the Roxbury Strategic Master Plan. These principles and values reflect Roxbury's integral relationship with the rest of the city and the metropolitan area and the neighborhood's potential as a model for other Boston neighborhoods in its racial and ethnic diversity.

The Roxbury Strategic Master Plan recognizes the neighborhood's enormous potential resources and assets, including:

- Its prime location in the city and the region
- The substantial amount of open space and underutilized land
- The diverse and substantial housing stock
- The youth and their potential contributions
- The elderly and their knowledge and experience
- The history and lessons of struggles aimed at improving living conditions in this neighborhood
- The history of racial and ethnic diversity
- The many community-based organizations and the interest and commitment of the residents to the neighborhood.

The Roxbury Strategic Master Plan identifies activities and institutional relationships that enhance opportunities for youth to become involved in the civic life of the community.

The Roxbury Strategic Master Plan identifies institutional and programmatic linkages between economic development, housing and transportation.

The Roxbury Strategic Master Plan can help to increase residential stability by developing institutional, programmatic and social connections between:

- People and organizations within and outside the neighborhood
- Youth and elderly
- Roxbury and the city
- Roxbury and the region

The Roxbury Strategic Master Plan identifies institutional, programmatic and policy mechanisms to generate and keep wealth in the neighborhood.

The Roxbury Strategic Master Plan identifies mechanisms to increase opportunities for existing small businesses in the community to better serve Roxbury and also to broaden their trade areas beyond the neighborhood.

The Roxbury Strategic Master Plan suggests ways to utilize public dollars to leverage additional private dollars and resources.

The Roxbury Strategic Master Plan advocates for increased housing opportunities at different income levels and the retention of existing affordable housing.

The Roxbury Strategic Master Plan advocates the enhancement of educational, cultural and recreational activities in the neighborhood.

The Roxbury Strategic Master Plan illuminates the importance of public infrastructure investment, particularly in transportation, as a key tool for economic development and as a symbol of community stability.

The Roxbury Strategic Master Plan will be implemented in ways that enhance civic awareness and increase the public involvement of residents, institutions, neighborhood organizations, community agencies, faith-based organizations and businesses in issues that impact the Roxbury community.

Overall Goals and Objectives

Using the principles and values of the Roxbury Strategic Master Plan as context, the Plan has the following goals (sections of the Plan that discuss these goals in more detail and offer strategies to achieve these goals are listed in parenthesis):

- Enhance civic life and the cultural and environment in which residents participate (Arts & Cultural Heritage)
- Actively promote a sustainable and diverse economy focused on job opportunities and creation of wealth (Economic Development & Job Creation)
- Provide a safe and convenient pedestrian, public transit and automobile transportation network (Transportation)
- Provide a wider range of housing options for residents of diverse socioeconomic and age groups (Housing)
- Create a public realm that is a comfortable, lively and safe environment that reflects the unique physical and social character of the neighborhood (Community-Wide Urban Design Guidelines)
- Enhance community participation and empowerment and increase the accountability of various groups and entities to the Roxbury community, including institutions, government agencies and businesses (Implementation & Governance)
- Integrate and connect Roxbury with the larger network of parks, transit corridors/boulevards and business and cultural centers throughout the city (Open Space &Transportation)
- Raise the community's awareness of Roxbury's many historic assets and strong architectural legacy; promote historic and cultural preservation as a tool for neighborhood revival (Historic Preservation)

- Create a healthy environment and a rich array of cultural, educational and economic opportunities for the elderly and the youth of the community (Arts & Cultural Heritage & Economic Development & Job Creation)

These ~~objectives~~ strategies and objectives ~~strategies~~ have been discussed as priorities for the community in several public forums, meetings and community-wide charettes. They are not intended to serve as an exhaustive list of actions that should occur over the next ten to twenty years. Rather, they are selected priorities that will provide a framework and serve as catalysts for subsequent policies and activities ~~positive actions.~~

II. THE ROXBURY NEIGHBORHOOD

~~Definition of the Study Area~~ Roxbury's Boundaries

Located at the geographical center of Boston, Roxbury encompasses approximately three-and-a-half square miles and 2200 acres of land. Much of the area is residential (over 60%), with winding streets, varied architectural styles and nine National Register historical districts. Roxbury is bounded on the Northeast by the South End and South Boston; the North-west by Fenway/Kenmore, Mission Hill and Jamaica Plain; on the Southeast by Dorchester and on the Southwest by Mattapan. Roxbury's boundaries fall primarily on the following main streets: Massachusetts Avenue, Seaver Street, and Columbus Avenue. The Midlands commuter rail corridor defines the eastern boundary. These boundaries were established by the 1990 rezoning process. These boundaries are different than those reported in earlier reports that utilized the BRA "planning districts."

Sub-Neighborhoods

Roxbury is comprised of several sub-neighborhoods. Each of these areas possess a range of characteristics with respect to the architecture, open space, topography and the mix, and density of land uses. The districts share commercial centers at significant crossroads that define the boundaries of the districts. Maintaining the uniqueness and integrity of the sub-neighborhoods is an important community goal. Therefore, the Master Plan outlines general strategies and recommendations for the community as a whole but recognizes that sub-neighborhoods will have specific objectives. ~~Sub-neighborhoods should use the Master Plan as a guideline when developing more specific plans and studies.~~

~~A Brief~~Early ~~History~~

Founded by English colonists in 1630, Roxbury was established ~~began~~ as an independent community connected to Boston only by a narrow "neck " of land along Washington Street. Today, after massive landfill projects and annexation to Boston, Roxbury is at the city's geographic center. Its landmark buildings and open spaces are a legacy of its agricultural beginnings and its later development as an early suburb of Boston. Roxbury is defined by several rocky hills--drumlins left by a pre-historic glacier. Roxbury-pudding stone, a composite rock form, has been used over the centuries in Boston area buildings. Pudding stone outcroppings are still prevalent throughout the community. The colonists laid out Washington, Dudley, Centre, Roxbury and Warren Streets in the first years of settlement. The town center was located at John Eliot Square, where the first meetinghouse was built in 1632. Its historic burial ground was located nearby at the corner of Eustis and Washington Streets. In the 17th and 18th centuries, the town was famous for its fruit trees. Noted varieties were developed, including the Roxbury Russet apple, which was particularly prized for cider. As the town grew, fine residences were built that are among the few 18th century houses remaining in Boston, including the Georgian-style Shirley Eustis House (1747) and the Dillaway-Thomas House (1750). Roxbury's location and high hills made it strategically important during the Revolutionary War. The colonists constructed a fort in the Roxbury Highlands in 1775 to help secure land access to Boston. After the American victory, the present First

Church of Roxbury (1803) was built on the site of the original 1632 congregational meetinghouse in John Eliot Square. (Note additional information about Roxbury's history is provided under the section, Historical Preservations)

As a community, Roxbury has a rich history of activism on behalf of social justice and economic democracy not only for residents but the entire city. An overview of Roxbury's history since World War II, for instance, shows major breakthroughs in ensuring that Boston develop as a democratic and well-managed city in ways that benefits all citizens. ~~**Appendix B** provides an overview of the history of Roxbury and includes highlights of accomplishments by notable civic activists and community leaders.~~

~~The first generations after the Revolution marked significant changes in settlement patterns for emerging industrial cities like Boston. Changes in the economy and new developments in transportation made it possible for many families to move out of the central city in pursuit of the bucolic life of the suburbs. Because of its close proximity to downtown and its rolling hills and farmland, Roxbury was a natural destination. Significant new development began to occur in the 1820s when a horse-drawn streetcar was established along Washington Street, linking Roxbury commuters to downtown Boston.~~

Social ~~eio~~and-Economic Profile

~~**Appendix A**~~ **The following is a select summary of key** ~~provides an overview of select and~~ key demographic, economic, ~~eduaction~~ education and housing data ~~for the Roxbury neighborhood and in~~ comparison to the entire City of Boston. The data is based on information reported by the U.S. census bureau for the year 2000. Note that the data describes Roxbury characteristics according to the boundaries stipulated in the Roxbury Master Plan. There are a few notable findings that re highlighted here: ~~Readers should refer to **Appendix A** for a more detailed overview of select characteristics of the Roxbury neighborhood.~~

POPULATION: THE TOTAL POPULATION OF ROXBURY IN 2000 IS 47,517 PERSONS WITH A POPULATION DENSITY OF 16,113 PERSONS PER SQUARE MILE, COMPARED TO A POPULATION DENSITY OF 12,166 PERSONS PER SQUARE MILE FOR THE CITY OF BOSTON. BOSTON'S TOTAL POPULATION IS 589,141 PERSONS.

APPROXIMATELY 65%, OR 30,851 PERSONS ARE BLACK; 24%, OR 11,373 PERSONS ARE LATINO; 10%, OR 4,831 PERSONS ARE WHITE, AND A SMALLER PROPORTIONS ARE COMPOSED OF ASIAN, AMERICAN INDIAN, AND OTHER ETHNIC CATEGORIES.

AGE: THERE ARE 8,162 PERSONS IN ROXBURY WHO ARE 9 YEARS OR YOUNGER, COMPRISING 17% OF THE NEIGHBORHOOD'S TOTAL POPULATION. THIS COMPARES TO A FIGURE OF 11% OF CHILDREN WHO

ARE 9 YEARS OR YOUNGER IN BOSTON. THERE IS A TOTAL OF 13,146 CHILDREN UNDER 18 YEARS WHO LIVE IN FAMILIES, INCLUDING 28% LIVING WITH BOTH PARENTS, AND 72% LIVING WITH ONE PARENT. THERE ARE 4,139 PERSONS, OR 9% OF ROXBURY'S TOTAL POPULATION (47,517 PERSONS), WHO 65 YEARS OR OLDER.

EDUCATION: IN TERMS OF SCHOOLING LEVELS FOR ALL PERSONS OVER 25 YEARS OF AGE IN ROXBURY: 3,529 PERSONS (13%) HAVE LESS THAN A 9TH GRADE EDUCATION; 5,086 PERSONS (19%) HAVE EDUCATION BETWEEN THE 9TH AND 12TH GRADE, BUT NO DIPLOMA; 8,955 PERSONS (33%) HAVE A HIGH SCHOOL DIPLOMA, OR EQUIVALENCY; 4,799 PERSONS (18%) HAVE SOME COLLEGE, BUT NO DEGREE; AND 4,905 PERSONS (18%) HAVE A COLLEGE DEGREE.

HOUSEHOLDS: THERE ARE 17,114 HOUSEHOLDS IN ROXBURY, INCLUDING 10,848 FAMILY HOUSEHOLDS, OR 63% OF ALL HOUSEHOLDS. SLIGHTLY OVER ONE FIFTH OF ALL FAMILY HOUSEHOLDS ARE 'MARRIED-COUPLE' HOUSEHOLDS, COMPARED TO A COMPARABLE FIGURE OF 28% FOR THE ENTIRE CITY OF BOSTON. THE AVERAGE NUMBER OF PERSONS PER HOUSEHOLD IN ROXBURY IN 2000 WAS 2.7 PERSONS, COMPARED TO A FIGURE OF 2.3 PERSONS FOR BOSTON.

INCOME: ROXBURY HAS A RELATIVELY HIGH POPULATION THAT IS IMPOVERISHED. TWENTY-NINE (29.0) PERCENT OF ALL PERSONS LIVE BELOW THE OFFICIAL POVERTY LINE, COMPARED TO 20 PERCENT FOR BOSTON IN 2000. THE AVERAGE HOUSEHOLD INCOME IN ROXBURY WAS $34,682 IN 1999 COMPARED TO $55,865 FOR THE ENTIRE CITY OF BOSTON. THERE ARE 4,328 CHILDREN LIVING IN ROXBURY IN 2000, OF WHICH 40% ARE IMPOVERISHED. TWENTY-FIVE (25.0) PERCENT OF THE 17,114 HOUSEHOLDS HAD AN INCOME OF LESS THAN $10,000 IN 1999; TEN (10.0) PERCENT HAD AN INCOME OF $75,000, OR MORE. THE PER CAPITA INCOME FOR ROXBURY IN 1999 WAS $12,952 COMPARED TO $23,353 FOR THE ENTIRE CITY OF BOSTON.

HOUSING: THERE ARE A TOTAL OF 18,946 HOUSING UNITS IN THIS NEIGHBORHOOD, INCLUDING 1,844 HOUSING UNITS (OR 10% OF ALL HOUSING UNITS) THAT WERE VACANT IN 2000. IN TERMS OF THE 17,102 OCCUPIED HOUSING UNITS, 3,349 WERE 'OWNER OCCUPIED' AND 13,753 (73%) WERE 'RENTER OCCUPIED'.

TRANSPORTATION: THERE ARE 15,681 WORKERS OVER 16 YEARS OF AGE WHO UTILIZE SOME FORM OF TRANSPORTATION TO ARRIVE AT WORK. 6,277 PERSONS (40%) DRIVE TO WORK ALONE; 2,422 PERSONS, OR 15% (COMPARED TO BOSTON'S 9%) USE A CAR POOL; 5,722 PERSONS (36%) USE PUBLIC TRANSPORTATION; AND, 985 PERSONS, OR 6%, USE A BICYCLE, OR WALK TO WORK. THE AVERAGE TRAVEL TIME TO WORK FOR ALL

WORKERS OVER 16 YEARS OF AGE IN ROXBURY (15,681 PERSONS) IS 33 MINUTES. TWENTY-EIGHT (28.0) PERCENT SPEND 19 MINUTES OR LESS TO TRAVEL TO WORK. AND 68% SPEND 20 TO 59 MINUTES TRAVELING TO WORK.

OCCUPATIONAL DISTRIBUTIONS: THE TOTAL 'EMPLOYED POPULATION 16 YEARS OR OLDER IS DISTRIBUTED BY THE FOLLOWING INDUSTRIES FOR THE YEAR 2000:

CONSTRUCTION (4% OR 615 WORKERS)
MANUFACTURING (6% OR 971 WORKERS)
WHOLESALE TRADE (2% OR 308 WORKERS)
RETAIL TRADE (10% OR 1,590 WORKERS)
TRANSPORTATION AND WAREHOUSING (5% OR 821 WORKERS)
FINANCE, INSURANCE, REAL ESTATE, RENTAL/LEASING (10% OR 1,644 WORKERS)
PROFESSIONAL AND RELATED SERVICES (11% OR 1,733 WORKERS)
PROFESSIONAL, SCIENTIFIC AND TECH SERVICES (4% OR 660 WORKERS)
ADMINISTRATIVE, SUPPORT, AND WASTE MANAGEMENT SERVICES (7% OR 1073 WORKERS
EDUCATIONAL SERVICES (8% OR 1,328 WORKERS)
HEALTH CARE AND SOCIAL ASSISTANCE (22% OR 3,608 WORKERS)
ACCOMODATION, FOOD SERVICES, AND OTHER SERVICES (12% OR 1,848 WORKERS)
PUBLIC ADMINISTRATION (7% OR 1,124 WORKERS)

Community Assets

The Roxbury Strategic Master Plan is both, a land use planning document *and* a social and economic vision and planning document. It reflects an asset-oriented Plan that builds upon the community's strengths. Roxbury is a wonderful urban neighborhood in which to live and work and many thoughtful persons have joined together to play a role in guiding its future. The community's assets are many, including the following:

Diversity
The Roxbury community takes pride in its economic and ethnic diversity. It enjoys special status as a focal point for African-American culture in the city and the entire region. Roxbury residents benefit from a strong network of engaged individuals and organizations—one of the most prominent hallmarks of stability in any community. Bolstered by the leadership of an indomitable network of community-based organizations including churches, schools, cultural organizations and other civic and business entities, residents of Roxbury invite the city's leadership to work with them to bring improvements to the neighborhood and position it to keep pace with the challenges of the future.

Youth
Young people and children comprise a relatively large proportion of Roxbury's population compared to Boston. For example, there are 8,1652 children under 9 years of age, representing 17% of all Roxbury residents. ~~This compares to a figure of 11% for Boston. Their~~ Youth access to productive futures is critical to the sustained social and

economic stability of the community. Community residents and employers recognize that preparation for positions in the emerging technological fields and for other sustainable employment options is directly linked to the quality of the public educational system. The Plan advocates that the schools in the area and other neighborhood institutions work cooperatively to further cultural and art appreciation opportunities as well as physical development through sports and recreation. Interaction with effective role models including the neighborhood's senior citizens should be encouraged to connect the children of Roxbury to the history and culture of the neighborhood. Youth who are better informed about the historical struggles and victories in the community will have a greater stake in community-building initiatives such as this Plan for Roxbury.

Senior Citizens

Senior citizens have been an important consideration in the Plan not only in terms of their numbers, but also the many contributions they have made towards improving the quality of life of the neighborhood. Approximately 9% of all Roxbury residents (~~5~~4,139 persons) are 65 years and over. Many of these individuals are long-time residents, who understand many of the neighborhood's strengths and possibilities. The Plan recognizes that the senior population is a unique resource with special needs. Preserving the ability of senior citizens to live productive lives in the community to which they have given so much is an important Plan objective.

Community-Based Organizations

Based on a survey conducted by the William Monroe T~~t~~rotter Institute in 1998, there are more than 40 active community-based organizations, over 54 faith-based institutions and a large number of active neighborhood organizations that demonstrate the enormous allegiance, pride and civic activism of Roxbury residents. Collectively these organizations represent a great resource to assist in the implementation of various Plan elements.

Arts, Culture, and Education Cultural Institutions

There are approximately 20 cultural and civic organizations that call Roxbury their home. With increased resources for promotion and networking, entities such as the Museum of the National Center for Afro-American Artists and others, among Roxbury's rich contingent of cultural magnets, can become known to wider audiences throughout the city and the metropolitan area.

Educational & Technology Facilities

The Roxbury community hosts a network of elementary and secondary schools and two new K-8 Schools under construction. In addition, there are more than 20 community technology centers located through-out the neighborhood. Roxbury is particularly well located with respect to higher educational facilities. ~~The~~ Roxbury Community College is ~~is within the study area boundaries as are portions of the~~ within the study area, are portions of the ~~campus.~~ Northeastern University. Wentworth Institute of Technology, the Mass. College of Art, the Berklee College of Music, the New England Conservatory and the Harvard Medical School are a few of several colleges in the nearby Fenway neighborhood. Roxbury is also well equipped with the necessary infrastructure for

residents to be able to use computers. ~~Although it is not well known, there are multiple opportunities for computer use and skills training.~~ The facilities and equipment present in the neighborhood are considerable, and in most cases, open and free for anyone in the community to use.

Locational Access

Roxbury is immediately accessible to and from the regional highway network via Melnea Cass Boulevard and the Southeast Expressway (I-93). Commuter rail services are available at Ruggles Station and on the ~~Fair mount~~Fairmount Commuter Rail Line that stops at Dudley Street near Upham's Corner. The Orange Line provides rapid transit service on the Western Edge of the study area with stops at Ruggles Street, Roxbury Crossing (New Dudley Street) and Jackson Square. The new Silver Line, nearing completion, will offer bus rapid transit service (BRT) on Washington Street from Dudley Square and Downtown Crossing. Eventually this service will be extended to the South Boston Waterfront and perhaps to Mattapan Square.

Physical Environment

Dramatic topographical features shape many of Roxbury's distinctive sub-neighborhoods. The lay of the land creates sweeping hillsides, rugged rock outcroppings and impressive vistas. The neighborhood contains a rich array and diversity of parks and open space, including Franklin Parks, The City's largest open space and the crown jewel in the Olmsted-designed Emerald Necklace parks system.the ~~Franklin Park Zoo and Franklin Park Golf Course.~~

Architecture

Roxbury's streets offer a collection of ~~the best~~ impressive of Boston's architecture from the 18th century into the early 20th century. No other neighborhood can boast more high quality houses, predominantly from the 19th century Greek Revival style through the exuberance of Victorian styles and into handsome early 20th century apartment blocks. These are the estates from Roxbury's agricultural and early suburban past, single and two-family houses of all shapes and sizes and row houses, as well as apartment buildings. Roxbury's industrial architectural legacy includes handsome brewery complexes. Its institutional architecture includes well-detailed school buildings and beautiful churches. Its commercial buildings are equally substantial~~solid~~ and attractive.

III. PLANNING GOALS AND STRATEGIES

~~As previously stated, the~~The Roxbury Strategic Master P~~p~~lan is an asset-oriented plan that builds on the community's strengths. The Plan recognizes tools and incentives must ~~be put in place~~established to insure that current residents and businesses are able to stay in the neighborhood, invest in its future and reap the rewards. It ~~also~~ recognizes that the recommended strategies will be implemented over time and through a variety of mechanisms and will need to respond to changing external factors. Therefore, the implementation and governance structure discussed in (See ~~Section~~ Chapter IV) for carrying out the Plan is critical to its success, as was the open process for planning this initiative.~~.~~

The chapters that follow expand on the Plan's Goals and Objectives and provide specific goals and recommended strategies to examine further as the community begins the implementation the Plan. Several community assets are described above, including Diversity, Youth, Senior Citizens, Community Based Organizations, Arts, Culture, and Education, Education and Technology, Physical Environment and Architecture. The following section is organized by various categories that reflect how the community resources can be tapped in various strategies and actions. These categories are: Arts and Cultural Heritage, Open Space and Recreation, Historic Preservation, Economic Development, and Job Creation; Transportation and Housing. Following these sections, the plan provides information and recommendations regarding specific locations in the Roxbury Neighborhood.

Arts & Cultural Heritage

The Plan proposes to capitalize on Roxbury's position as the epicenter of African-American culture in New England through the promotion of existing facilities and the creation of new venues. The Plan proposes strategies that leverage the community's rich cultural heritage. With active, viable institutions and committed residents eager to patronize new options for dining, socializing and enjoying performances within the neighborhood, the possibilities for re-energizing centers such as Dudley Square are virtually limitless. Dudley Square is in the midst of a number of revitalization initiatives, and is primed for reclaiming its status as a preeminent destination serving not only the African-American population but also the entire region as a hub of commerce and culture. Dudley Square has a comfortable human scale, stately older buildings, excellent accessibility and lively street atmosphere. Through the diligent efforts of many residents and programs such as "Main Streets", other neighborhood centers in Roxbury are gradually being reborn. The Plan must insure that the mixture of elements and future uses in these centers are in step with the needs and desires of the residents.

Overall Goals

- Define and celebrate the rich, diverse history of Roxbury's people and land
- Promote a strong, positive image for Roxbury and reinforce a sense of pride and ownership among Roxbury residents
- Enhance the economic revitalization of business centers including Dudley Square, the Washington Street Corridor, Grove Hall and others
- Create employment training and educational opportunities for Roxbury residents and particularly the youth in the fields of arts and culture
- Join with Roxbury's many other community institutions that preserve and celebrate Roxbury's history and contribute to the revitalization of its economy and the well being of its people
- Seek to involve youth in celebrating and contributing to neighborhood's art, culture, and heritage.

Recommended Strategies

1. **Initiate a Cultural Heritage Campaign** to promote Roxbury's image, marketability and cultural identity. The campaign should acknowledge the community's distinctive character and encourage comfortable and safe 18-hour activity including "legal night life" in an interesting, high-quality pedestrian environment. To effectively implement the arts and cultural heritage campaign, a committee should be established to run the campaign and build momentum to reveal the cultural heritage of Roxbury. This committee could be instrumental in obtaining grants and would be the entity to research the history of the Roxbury neighborhood.

2. **Institute regular Roxbury Heritage walking tours.** Roxbury is one of Boston's oldest areas, with many important historically significant buildings and districts. In

addition, there are the rich histories of the people who have lived there through the years and the struggles they fought. Regular walking tours and programs should be initiated to promote the historic assets of Roxbury and to increase tourism. As an example, "My Town " is a successful organization already operating similar tours in the South End. Iconographic buildings such as the First Church of Roxbury in John Eliot Square, the Museum of The National Center for Afro-American Artists and the Roxbury Community College should be celebrated as important places in the fabric of the community through directional signage, informational graphics, and streetscape improvements.

3. **Link Roxbury's public realm assets through thematic neighborhood trails that could connect the community's various cultural and artistic venues and generate new ones.** When linked with good transportation connections, the open spaces in Roxbury become a citywide resource and further improve the overall attractiveness of the community as a place to live, to study and to work. High quality design for public spaces, an emphasis on preservation of historic assets and the promotion of public art are necessary components of a compelling cultural heritage plan.

   Similar to the Roxbury Highlands Heritage Trail proposed in the late 1970's and the Roxbury Historical Trail proposed by the Grove Hall Board of Trade to the Browne Fund, neighborhood-wide trails could link Roxbury's open space, historical, cultural and environmental assets while benefiting its residential and commercial areas. This initiative could be structured as a public-private partnership similar in development and management structure to the Freedom Trail. It could provide a series of destinations for local and regional visitors, which could further the neighborhood's economic development agenda. Coupled with good transit linkages, the trails could connect important neighborhood institutions such as the Museum of the National Center of Afro-American Artists that already attracts ten thousand visitors a year, with other neighborhood assets including parks, restaurants and cultural facilities.

4. **Establish a center for storing and exhibiting historical community artifacts and archives similar to the** Arturo ~~**Shomberg**~~ Shomburg **Library in Harlem.** Many persons in the community have a wealth of stored information and oral histories that could illuminate rich historical diversity of the community. A ~~Shomberg~~Shomburg-like facility would reinforce historical and cultural ties of the neighborhood and its inhabitants across generations. A significant historical structure in the community would be identified to house the collection.

5. **Provide incentives for businesses and institutions to invest in arts, events and cultural affairs including the sponsorship of public (and private) art installations and performances and underwriting of, or other direct linkages with, community arts organizations.**

6. **Create a mechanism for smaller donors to participate in the acquisition of art for public spaces.**

7. **Organize a process to encourage the use of streets and public open spaces for ethnic and cultural celebrations and displays.**

8. **Explore options for a jazz museum in Roxbury that would celebrate this unique art form and increase cultural tourism. Such a museum may not be economically viable as a freestanding entity, but could be a component within an existing or proposed new entity.**

9. **Develop strategies to attract high quality, "sit-down," ethnically diverse restaurants in the community.**

10. **Encourage the inclusion of artist spaces to be made available for community use and for youth, if appropriate, in development projects of a sufficient scale.**

11. **Reinforce existing cultural districts such as Dudley Square and establish new districts where appropriate.**

Open Space & Recreation

Overall Goals

Open space serves as valuable recreational space for people of all ages and an important indicator of the quality of life of a community. Well-maintained and varied open spaces can enhance the neighborhood's image and increase its viability as a desirable residential community and attractive environment for economic development.

The Plan recommends strengthening the linkages between the parks in Roxbury and those within the city as a whole. For example, the Southwest Corridor Park and the proposed South Bay Harbor Trail offer great potential to improve the Roxbury community's access to local and regional open space resources including the waterfront. The existing Park Partners program should be promoted more widely as a way to encourage community sponsors to help develop and maintain park facilities

Recommended Strategies

1. **Revive the Roxbury Heritage State Park.** The Massachusetts Department of Environmental Management in cooperation with the members of the Roxbury Heritage State Park Advisory Committee proposed the Roxbury Heritage State Park in 1987. The park was proposed as part of the Massachusetts Heritage State Park system, which is a national model of successful urban design, historic preservation and economic revitalization.

2. **Interface the Roxbury Strategic Master Plan with the Parks and Recreation Department's citywide Plan for Open Space to preserve and enhance Roxbury's open spaces as an important neighborhood asset.** The city's capital improvement program has led to a large investment in Roxbury's public open space facilities. Its impact has been substantial, with playing fields, courts and tot lots back in working order and in full use again. Continuing the capital program will achieve rehabilitation of other parks that require capital infusions due to cyclical wear-and-tear.

City of Boston Parks & Recreation Department
Capital Projects/ September 2002 Status

Project Name	General Project Type	Status	Budget
Clifford	Renovate fields & playlot	Completed	723,000
Highland	Wall repair	Completed	225,000
Little Scobie	Renovate playlot & BBC	Completed	324,000
Malcolm X	Renovate playlot & walkways	Completed	324,000
Marcella	Renovate playlot, TC, & BBC	Completed	388,000
Jeep Jones	Develop new passive area	Completed	125,500
Orchard Park	Renovate park & playlot	Completed	598,000
Beauford	Renovate playlot	Construction	219,000
Children's Park	Renovate park & playlot	Design	225,000

~~Crawford~~	~~Renovate playlot~~	~~Design~~	~~221,340~~
~~Intergenerational Park~~	~~Develop new multi-purpose park~~	~~Design~~	~~810,000~~
~~Lambert Avenue~~	~~Renovate playlot~~	~~Construction~~	~~281,500~~
~~Ramsay~~	~~Renovate playlot~~	~~Design~~	~~390,600~~
~~Dennis Street Park~~	~~Develop new multi-purpose park~~	~~Pre-Design~~	~~270,000~~
~~Quincy Street Play Area~~	~~Renovate park & playlot~~	~~Design~~	~~165,000~~
~~Trotter Playground~~	~~Renovate park & playlot~~	~~Pre-Design~~	~~515,000~~
~~Total~~	~~-~~	~~-~~	~~$5,804,940~~

Plans for additional park projects not funded by the Parks Department should follow the same quality of urban design. An example includes the BRA plans for the Judge Edward Gourdin Park in Dudley Square.

3. **Continue the high quality design approach that links the Parks and Recreation Department capital reconstruction program and its maintenance program.** Given the richness and multitude of Roxbury's existing open spaces, it is important to preserve these assets with high-quality design and maintenance standards. Good design at the outset allows for better access and visibility and encourages appropriate use and respect for the public realm. It also leads to longevity of capital improvements, more efficient maintenance and happier users. Parks should continue to be designed beautifully and in keeping with their historic character. They should be maintained at a standard that befits their status as critical public amenities benefiting the surrounding community and the city a whole. Boulevards, schoolyards, and pedestrian and bicycle trails should be considered to be components of the overall system.

4. **Continue to encourage community participation in the Parks and Recreation Department's design process.** This on-going and interactive process will continue to ensure that existing and new facilities address the community's desires and concerns and meet the needs for recreational open space within Roxbury. Community input has identified a need for soccer fields, tot lots and spray pools (especially to service day care providers), and in general, close-to-home opportunities for recreation. With a substantial amount of vacant land available in Roxbury, opportunities to develop such new open spaces should be explored within the context of the Parks and Recreation Department's citywide plan.

5. **Conduct a vacant lot analysis that establishes a framework to balance open space needs with the growing demand for developable housing parcels on a neighborhood-by-neighborhood basis.** An analysis of the current pattern of vacant lots should be initiated and recommendations made regarding the incorporation of some of these underutilized parcels into the dedicated open space system, including interim or long-term use as community gardens. While the physical foundation of some lots, ~~However, in some cases, steep slopes and the proximity of bedrock to surface~~ may make construction of these facilities difficult, the plan endevours the creature use of such space that is consistent with the well-being and desires of residents.~~.~~ Vacant land may hold more promise in the abstract than in reality, particularly when buildable sites could also hold much needed housing.

A balanced planning approach ~~is needed that~~ weighs current and future open space and housing needs, incorporates community input and translates into appropriate land use allocations. ~~An example of a balanced planning approach has been the Dudley Street Neighborhood Initiative, which in concert with the Department of Neighborhood Development and the Parks Department has developed a significant number of housing units.~~ Incorporating community input with this planning should be coordinated with key agencies and departments including the Department of Neighborhood Development, the Boston Redevelopment Authority and the Parks and Recreation Department.

6. **Improve connections to Roxbury's open space network through the thoughtful planning and integration of transportation infrastructure projects with open space projects.** The Roxbury community as well as the entire city would benefit from more direct connections to and from downtown Boston and Franklin Park. The Park and all its amenities including the golf course and the Zoo, is a regional resource that at the moment remains difficult to access by public transit or by automobile at peak hours. Recommended improvements include:

   - The implementation of transit service along Columbia Road could greatly improve the accessibility between elements of the Emerald Necklace, particularly if combined with street reconstruction, including trees and historic lighting, to restore this important street to Boulevard status.
   - Redeveloping Peabody Circle would encourage safe enjoyment of the Park and community activities at this significant entry point. It would increase the visibility of the Park and affirm its vital relationship to the Roxbury community.
   - Improved bicycle and pedestrian connections such as the proposed South Bay Harbor Trail would connect the Roxbury community to downtown and Boston Harbor via the Southwest Corridor, Melnea Cass Boulevard and the Fort Point Channel. As part of the project, the existing narrow and deteriorated path along Melnea Cass would be reconstructed and beautified. The Connecting the Corridors project will also improve access to the Emerald Necklace Back Bay Fens. This is a federally funded project that links the Emerald Necklace to the Southwest Corridor Park via Forsyth Street at Ruggles Station. The interface between these and similar projects will create new recreational opportunities, integrate existing parks and historic sites and make Roxbury an inviting destination for recreational bicycle riders and pedestrians.
   - Planning and initiation of arts, culture and recreational activities that link youth and people in various parks throughout the neighborhood.

~~**7.Continue to hold festivals and other cultural events in Roxbury's parks. A list of current festivals includes: (Residents to compile list)**~~

~~8.~~7. **Establish a working group with the Parks Department to plan children's activities in the public parks, especially during the summer months and evening hours for adolescents and teen-aged youth.** ~~**Work with the Parks Department to**~~

~~**plan children's activities in the public parks especially during the summer months.**~~

Historic Preservation

Overview

One of the oldest neighborhoods in Boston, Roxbury is home to a great number of historic parks, schools, churches, and buildings. Boston's history can be seen in the architecture and landmarks of the neighborhood. From the beginning, farming was the basis of Roxbury's economy, but changes in the early 19th century, prompted by developments in transportation brought industrial development along with denser residential development. As the 19th century progressed, many impressive frame houses, especially in the Greek Revival style (1820s-1850s) were built on subdivided farmland. Some of these houses still stand in the Highland Park and Mount Pleasant neighborhoods. Wealthy industrialists built substantial homes situated on the tops of hills in the Roxbury Highlands in a variety of later Revival styles in the Victorian era. ~~(latter half of the 19th century).~~ One of the grandest examples of the early suburban houses is Abbotsford, now the home of the Museum of the National Center of Afro-American Artists at 300 Walnut Avenue, built in 1872 in High Victorian Gothic style of Roxbury puddingstone. Later in the 19th century more old farms in the highlands were subdivided and developed for housing. The electric trolley service that began in 1887 provided a means for more families to come to Roxbury and created a market for more modest row houses and triple-deckers. The elegant Harriswood Crescent designed by Boston architect J.Williams Beal is an excellent example of later suburban housing development built in the Queen Anne style.

From Roxbury's earliest days, commerce centered at Dudley Square, particularly at the crossroads of Washington, Warren and Dudley Streets. By the turn of the 20th century, the area was a bustling mix of department stores residential hotels, silent movie theaters, banks and even a bowling alley. Prominent Boston architects in a rich mixture of revival styles designed many of these structures. Dudley Station, a major link in the city's public transit system, was opened in 1901 as the Southern Elevated Railway, which ran from Roxbury to Sullivan Square in Charlestown. Part of the elegant, copper clad open-air structure was adapted for reuse as a bus terminal in 1989 by the Massachusetts Bay Transportation Authority after the relocation of the elevated Orange Line to the Southwest Corridor.

72 Dale Street is the home of Boston Malcom X (1925-1965) recognized as one of the most powerful voices for social justice, both nationally and internationally. He stayed there at various periods from 1941 to 1944, at the invitation of aunt Ella Little Collins, matriarch, advisor, and motivational force for Malcom X and his seven siblings. ~~ADD MALCOLM X - ELLA LITTLE-COLLINS HOUSE, 72 DALE STREET~~

Still dominating the intersection of Washington and Warren Streets is the Ferdinand's Blue Store Building, the former flagship store of the furniture dealer once famous throughout New England. Designed by local architect John Lyman Faxon in a mix of Baroque and Renaissance styles, the limestone building was completed in 1895,replacing

a smaller wood framed store on the same site. Lower Roxbury, which bordered the South End from colonial times, was industrial in character with an assortment of mills and tanneries. As the area's marshes were filled in more factories and warehouses took their place, workers' housing was constructed,~~,~~ usually wooden tenements and rowhouses. At Frederick Douglas Square a district of diminutive brick rowhouses remains that is representative of the last quarter of the 19th century.

Overall Goals

~~There are nine National Register historic districts in Roxbury as well as two districts and four individual properties designated as Boston landmarks and overall one of Boston's~~ Roxbury has many properties listed on the National Register of Historic Places and several designated Boston Landmarks. See Appendix _? for listings of these properties and what the listing signify. Overall, Roxbury has of Boston's finest collections of buildings of considerable architectural merit. The Plan lists the following strategies that acknowledge the importance of historic preservation as a tool for revitalization and as a source of neighborhood pride and identity. Roxbury's historic buildings and landmarks should be preserved for maximum use and benefit to the community.

Recommended Strategies

1. **Reinforce the integrity of historic buildings and places in Roxbury. Develop urban design guidelines and standards and implement funding and regulatory mechanisms that ensure that the rehabilitation of existing structures and the designs of new buildings complement the existing neighborhood fabric in terms of massing, materials, density, siting and landscape design approach.** (See for guidance Preserving Highland Park, Boston Landmarks Commission, June 1999.)

2. **Strengthen the identity of designated historic districts through coordinated public improvements including streetscape design, landscaping, lighting and signage.**

3. **Establish committee to work with the Boston Landmarks Commission to prohibit the destruction of historically significant structures.** Residents have emphasized the importance of working with religious institutions to prevent the destruction buildings of historic and religious importance.

4. **Work with the** Roxbury Historical Society and the ~~**City of Boston's**~~ **Landmarks** Commission ~~**Department**~~ **to develop and promote public information programs and materials on historic preservation in Roxbury.**

5. **Establish regularly scheduled historic walking tours for school children, residents and tourists.** These tours could be linked with the recommended cultural tours.

6. **Work with appropriate cCity aAgencies to provide information on availability of technical assistance and economic incentives to existing homeowners , businesses and non-profit organizations undertaking rehabilitation projects in the community as the cost of historic preservation is frequently cited as an issue.**

7. **The Roxbury Historical Society should work with the Massachusetts Historical Commission and the Boston Landmarks Commission to strengthen and retain current historic districts and assets and to identify others.**

ADD "RESTORE NOT REHAB" INTO THE DOCUMENT AS A GRPAHIC

Economic Development & Job Creation

Overview

Proposed strategies for the economic development of Roxbury are based on several guidelines and a framework described in ~~more~~ detail in **Appendix C**. This framework emerges from lessons learned regarding local economic development and neighborhood revitalization including best practices identified across the urban United States. The framework is ~~They are also~~ based on the expertise and experiences of a range of government, business and community leaders who have designed and managed successful economic development ~~strategies~~ initiatives for Roxbury.

Economic development for Roxbury generally means increasing opportunities for residents and business owners to thrive. The recommended strategies focus on creating opportunities to build wealth in the neighborhood through improved access to jobs with growth potential, business start-up assistance for those with entrepreneurial aspirations and the implementation of policies that facilitate the use of empty land and vacant buildings for new business development where appropriate. The Plan recommends marketing Roxbury's assets to promote the neighborhood as a good place to live and work and to attract investment capital. Generally, the following elements must be in place relative to the kind of economic development the residents would like to promote in Roxbury:

1. Neighborhood residents must be able to access a broad range of resources including scholarships, job training, small business training and access to capital in order to catalyze wealth creation opportunities.
2. Roxbury residents and business owners are the community's best advocates and must be involved in business development, land use and job connection strategies that recycle dollars within the community through vehicles such as local businesses, branch banking relationships, property ownership and local hiring.
3. In order for development and prosperity in Roxbury to be inclusive, the community must be informed about the market forces that drive development, location and business development decisions so that residents and business owners can strategically advocate for advantageous economic development activity.
4. There should be a high degree of compatibility between new and existing businesses. Newer businesses must respect the historic character of Roxbury, local ownership, utilize homegrown businesses, and be prepared to employ locally.
5. Infrastructure improvements and business activity must be planned and coordinated to achieve maximum benefits.
6. Economic prosperity for Roxbury is tied to future trends in the economy and potential new economic engines in the region. Consequently ~~good~~ workforce relationships must be built with the city's and region's prevailing industries.

7. There are many organizations with resources that are available to assist the community in the pursuit of economic development. Common goals should be established through coalitions and partnerships that coordinate and place those resources strategically. This includes many colleges, universities and hospitals in Roxbury and nearby, which -are important resources for mutually beneficial relationships with local businesses and community development corporations. The involvement of these institutions will bear the greatest level of benefits for all people if pursued within the context and guidelines of the Plan.

The following activities and concerns reflect the framework and guidelines for economic development specified in **Appendix C**:

- **Emerging Industries.** Encourage emerging industries of the future to locate in Roxbury that utilize the human capital of Roxbury residents and establish relationships with existing businesses in the community, building on Roxbury's strategic locational and institutional advantages.

- **Support local commercial centers**. Coordinate with existing community development organizations and residents in the area on the development of new businesses and the growth and expansion of existing businesses.

- **Sustainable Development.** The Roxbury community places a high priority on the realization of sustainable development and economic opportunities that can weather future economic cycles.

~~Economic development f o r Roxbury means increasing opportunities for residents and business owners to thrive. The recommended strategies focus on creating opportunities to build wealth in the neighborhood through improved access to jobs with growth potential, business start-up assistance for those with entrepreneurial aspirations and the implementation of policies that facilitate the use of empty land and vacant buildings for new business development where appropriate. The Plan recommends marketing Roxbury's assets to promote the neighborhood as a good place to live and work and to attract investment capital.~~

- **Job Training & Education.** The keys to achievinge economic success and stability in the community include improved secondary education, job training in advancing fields and continuing education for those already in the workforce, and ensuring that the training of workers is linked to economic demand. It is also important to build relationships with adjacent communities in order to respond to shared service needs and to expand job creation opportunities. For example, commercial centers that directly service several neighborhoods~~neighbor hoods~~ such as Egleston Square and Upham's Corner play an integral role in the overall economic vitality of all of the neighborhoods abutting them and generate jobs and entrepreneurial opportunities. ~~The community has also emphasized the importance of planning of public facilities as an important link to economic development. Public facilities must be located in locations that can lead to job training and economic development.~~ For example, the

Roxbury Resource Center and the Youth Opportunity programs are located in the Dudley Square area. The importance of recreational facilities for pre-teen youth as well as academic preparation facilities for older youth has been a constant theme throughout the Master Plan process. Academic and job-training programs for youth should take advantage of institutions that offer academic programs.

- **Location of Public Facilities.** The community has also emphasized the importance of planning of public facilities as an important link to economic development. Public facilities must be located in locations that can lead to job training and economic development.

- **Connections to Jobs & Economic Opportunity**. The economic health of the Roxbury community and the region are inextricably linked. While the Crosstown Corridor has a number of developable sites that have the potential to attract job-generating uses, developing the Crosstown Corridor alone will not be sufficient to offset all of the community's needs. Plans for the future of the neighborhood must also relate to metropolitan and regional employment opportunities. Transportation access is critical to this issue and the Plan recommends strategies that reinforce linkages between housing, transportation and jobs. Development concepts such as Transit-Oriented Development promote the building of mixed-use higher density housing around existing and future proposed transit stops, which in turn reinforces the need and justifies increased expenditures on rapid transit service investment in the neighborhood. Such transit connections can provide better access to jobs in the metropolitan region with less reliance on personal automobiles. Transit-Oriented Development offers the collateral benefit of lowering the need for parking and reducing traffic. The coordinated implementation of large capital investment projects with other economic development projects is critical. These investments include an extended light rail service of the Silver Line from downtown and the airport to Dudley Square, Franklin Park and the Zoo, the Boston State Hospital site and Mattapan and providing more stops on the commuter rail (the proposed "Indigo Line"). The implementation of the Urban Ring will directly link Roxbury to job opportunities in Cambridge, Somerville, Chelsea and at the airport.

- **Large-Scale Development**. Several large-scale development projects have recently been completed in Roxbury. Housing developments such as Orchard Gardens and the redevelopment of the former Academy Homes II site, major new public facilities such as the Boston Police Headquarters, the new Mecca Mall shopping center at Grove Hall, the revival of retail shops and housing on Blue Hill Avenue, reconstruction of the sidewalks and roadway of Washington Street and the introduction of the Silver Line connection to Downtown Crossing all are changing the character of the area and re-establishing the link between Roxbury and downtown Boston. The Crosstown Center project has begun construction and it is anticipated that the MA Department of Public Health will move its headquarters to the Ferdinand Block in Dudley Square that will result in the additional redevelopment of the Former Modern Electroplating Site.

Upon issuance of the Roxbury Strategic Master Plan, Requests for Proposals (RFP) will be solicited for a number of the major City and state owned development parcels beginning in the Crosstown Corridor and Dudley Square. These proposals will be evaluated based on the criteria developed in the Plan. **Appendix C** provides a list of preliminary questions that serve as criteria for assessing the economic development aspect of proposals. ~~Section~~ Chapter IV of the Plan describes the disposition process for these parcels.

- **New Housing**. Creation of new housing serves an economic development function. High quality, affordable and accessible housing is important to new and existing employers and to neighborhood residents. The availability of good housing that meets the income needs of prospective employees is an important consideration in business location decisions. These are key areas of development for Roxbury that will build the momentum for further interest in economic activity in the area. Given its location at the geographic heart of Boston, Roxbury has the potential to become a regional economic center. Roxbury has competitive advantages in terms of its superior access to Logan Airport, the regional highway network and good proximity to world-renowned medical, educational and cultural institutions.

Recommended Strategies

The following section describes broad recommendations and strategies aimed at strengthening Roxbury through economic development consist with the principles and values of the Plan.

1. **Identify the various economic engines that will drive the Roxbury economy. Establish connections to regional, national and international economies through technology, transit, and service infrastructure development.** Create incentives that encourage competition in this market through targeted public investment by the city and the state utilizing community-sensitive banking and other finance models such as Capital Market Urban Funds, direct city and state financing business-to-business partnerships, and business-to-institution partnerships.

   ~~Bank financing is still one of the most prevalent methods of financing growth in the community. While return on investment is still the primary motivation for a bank to participate in the financing of businesses, development projects and mortgages, they are also driven by other factors such as CRA (Community Reinvestment Act) requirements and local business and community perceptions.~~

2. **Develop a Roxbury Business Center clearing house to educate potential funders on the strengths of the Roxbury market and the various municipal funds and guarantees that could be leveraged; and to assist with monitoring economic development activities. This service can be linked to a number of ongoing efforts such as the Roxbury Resource Center.** An~~As a~~n example, Capital Market Urban Funds are Wall Street based finance sources that are looking for a specific return on their investment in order to find an investment attractive. Most investments in emerging markets find it difficult to offer the magnitude of return that these funds seek. If the city and state are willing to offer guarantees or subsidies to reduce project costs, then many more projects could be seen as being attractive to these finance sources.

3. **Focus economic development in strategic areas in Roxbury such as in neighborhood centers and along major boulevards. Areas for emphasis include:**

   - **The Newmarket Business District.** A menu of incremental improvements should be made in the short term, while future long-term development options are considered that will utilize the area for the highest economic development use. New architectural standards and improved streetscape treatment including signage and lighting, particularly on Massachusetts Avenue, should be implemented to communicate that the area is a modern, well-maintained business and industrial environment. There needs to be better definition of the edge between Newmarket activities and the adjacent residential neighborhoods to balance maintaining efficient operations with adjacent housing. The entire Newmarket is currently being studied to optimize traffic

circulation and land parcelization in order to modernize the district and maximize its future economic development potential.

- **Crosstown Corridor.** The Melnea Cass Boulevard /Crosstown Corridor taken as a whole represents the largest number of buildings and parcels with potential for economic development in the study area. This area is also a special focus area and is explored in great detail in the Plan.

- **Jackson Square** is an important gateway and connection between the Roxbury and Jamaica Plain communities. Anchored by the Jackson Square Orange Line subway station, the area has enormous potential for new mixed-use development on the vacant land and in the underutilized buildings in the area. The Jackson Coordinating Group is currently working with the BRA to develop an implementation strategy for the development of community facilities, affordable housing and small-scale locally owned businesses within a quarter-mile of the T station. This vision is detailed in the report entitled "Putting the Pieces Together: A report on the Jackson Square Planning Initiative," which was published in September 2001.

- **Grove Hall** and the **Blue Hill Avenue corridor** are enjoying a renaissance with new residential and commercial development. These investments have been supported by the efforts of the Blue Hill Avenue Initiative Task Force, DND's Restore program and housing and commercial development program funding. Anchored by the new shopping center "Grove Hall's Mecca," Grove Hall has once again become a thriving hub of activity. Grove Hall Main Streets and the BRA recently completed a community-based initiative called "Housing on Main Streets in Grove Hall " to identify potential residential development concepts for privately--owned vacant parcels along Blue Hill Avenue.

- **Upham's Corner** has long been a thriving commercial center for residents of both Roxbury and Dorchester, but it has suffered from a lack of high quality and~~,~~ reliable public transit service. The Massachusetts Bay Transportation Authority's study of the Fairmount Commuter Rail Line, which currently stops at the Upham's Corner station on Dudley Street, ~~will likely~~should support ~~the idea of~~ increasing the frequency of the rail service along the line to provide improved service to residents, shoppers and workers in the area. In addition, the current concept for the Urban Ring circumferential transit service includes bus rapid transit (BRT) service along the Dudley Street Corridor between Dudley Square and JFK /UMass stations. A recent community-based planning effort called "Fostering Transit Oriented Development at Upham's Corner," community members expressed a strong concern about any new development in the area without public transit improvements.

4. **Offer incentives and place higher priority on developing and attracting businesses that ~~produce~~ generate jobs for community residents and that provide technical/vocational education and training for various job skills and levels**. Job

training is critical in order for residents to access high wage employment. Community-based organizations like the Urban League, Morgan Memorial Goodwill Industries, Dimock, ~~L'~~Alianza Hispan~~ia~~ and others offer a variety of job training and skills development programs. ~~We can further~~ The objective can be reinforced ~~this objective~~ by forging new alliances with institutions, corporations, developers and the city.

5. **Preserve existing community-based employers, increase residents' job readiness skills and improve access to regional employment opportunities.** The project area contains or is bordered by several centers of employment and venues for job training including the Newmarket industrial district, the Boston University Medical center, the Crosstown/Melnea Cass Boulevard corridor, Northeastern University, Roxbury Community College, Wentworth Institute of Technology and the Longwood Medical Area. In addition, there are a number of smaller employers with businesses scattered throughout the community. The economic ties between existing community-based employers and the Roxbury community can be strengthened through increasing ~~educational~~ schooling levels, providing training and services to the community and through the implementation of programs to facilitate the purchase of goods and services from Roxbury-based businesses. Mechanisms should ~~also~~ be explored to create new entrepreneurial opportunities for Roxbury residents related to the needs of institutions and industries located within or in close proximity to the Roxbury neighborhood.

6. **Explore the creation of a technology/institution zone as an attractive location for "technology-based " businesses to locate.** Explore potential benefits of Roxbury as a "technology-focused" community built around an institutional connector. Determine if these industries represent job opportunities for existing Roxbury residents and whether job-training opportunities exist. The institutions should be engaged in discussions on cooperation and promotion of this identity as well as the type of jobs that would be generated.

7. **Establish environmental standards and "best practices" for new and existing business development in the neighborhood u~~U~~tilize the BRA's~~eity's~~ new Boston Back Streets Program. Strategies and initiatives should be created to increase the size, variety and number of business owned by Roxbury Residents. The Back Streets Program is a resource to develop strategies such as buffer-type land uses that can be developed between residential areas and light industrial areas. Hampden Street, where the Orchard Park residential neighborhoods directly abuts the Newmarket industrial area, is a good location for new land uses along with streetscape improvements in order to make a more pleasant edge between housing and the industrial area.** ~~This program administered through the BRA grew out of the specific needs of neighborhoods such as Roxbury.~~ The program is an economic development initiative designed to support the existing thousands of small- and mid-sized commercial and industrial businesses of proven viability that operate in neighborhoods throughout the city and help create a more workable and business friendly environment to attract new businesses into the city. ~~These businesses must~~

~~be willing to meet the "best practices" requirements regarding being good neighbors to adjacent residential communities in return for support from the city in the form of business targeted services assistance, and in some cases, funding~~. Back Streets' Hotline is ~~(~~(617) 918-4400 and the website is www.bostonbackstreets.com. In addition, a profile of active businesses and industries located in Roxbury should be regularly updated and maintained, perhaps by the Roxbury Business Center. Programs to expand, reinforce and improve neighborhood shopping facilities should be supported in conjunction with the city's Main Street Program.

8. **Market Roxbury as a destination for tourism, culture and the arts that could provide significant multipliers in restaurant visits, shopping, and entertainment in neighborhood centers.** Effectively marketing Roxbury as an excellent location to do business is key. ~~can go a long way to promote the community to businesses seeking new locations.~~ A positive local and national marketing program promoting Roxbury as a great place to do business should be created. The profile of Roxbury as a place to live, work and play can be raised through the development of a "Roxbury Pride " marketing campaign with audio, visual and graphic promotional materials including guidebooks, brochures, maps and walking tours which highlight Roxbury's history and cultural attractions. ~~These are special times for urban neighborhoods. After years of focus in suburban and rural areas, developers and investors now realize that cities like Boston and neighborhoods such as Roxbury are important under-served markets for business and housing development. Positive development is being generated from these trends as evidenced in Grove Hall and the new development energy growing in Dudley Square.~~ The business successes in these neighborhood centers should be celebrated (and advertised) within the community and with the larger public.

9. **Market the arts in Roxbury as an economic resource.** A public relations liaison could be hired to broker positive relationships with local TV and print media outlets. Proactive efforts should be initiated to correct inaccurate or negative portrayals of the Roxbury community by the media. A media watchdog committee should be established to assure fairness and accuracy.

10. **Continue to improve transit access and promote the access that Roxbury has today.** Roxbury's geographic location relative to the broader metro area is very significant, yet the ease of travelling between this neighborhood and other important destinations has not been well promoted. ~~Bringing~~ Attracting businesses, jobs, and wealth to this community requires not only promotion but also an acceptance on the part of the community of the difficult challenges that go along with having to balance economic development with transit access, traffic, air quality, parking, density and gentrification pressures.

11. **Require businesses to clean up and better organize their facilities, in terms of remove environmentally hazardous substances from sites and develop edges of industrial areas with uses that better fit with residential communities.** Preserving these industrial areas is very important to the future of the community. These areas

provide meaningful employment at a variety of skill levels. However, they must also be responsible neighbors, particularly where they abut schools and residential areas.

~~11.~~12. **Prioritize the redevelopment of Brownfield sites.** Redeveloping contaminated sites brings underutilized parcels back into productive reuse, creates jobs and cleans environmentally impaired sites that can cause health risks. The community should continue to work with the City of Boston to prioritize brownfields sites for redevelopment.

13. **Transportation planning should be coordinated with business development activities.** Transportation and economic development are inextricably linked. Transit Oriented Development that strategically matches development with transit accessibility needs is important to regulate the amount of vehicular traffic generated in the community. Traffic impacts are critical to decisions made about the type and amount of development Roxbury wishes to encourage.

14. **Economic development initiatives should be planned to reinforce and add to the integrity of existing commercial nodes such as Dudley Square, which traditionally has served as the primary business and cultural hub for the Roxbury community.** Roxbury is served by several well-identified commercial nodes, including Grove Hall, Egleston Square, Dudley Square, the Washington Park Mall area and nearby Uphams Corner. The Plan includes strategies and design interventions to reinforce and add to the integrity of these existing commercial nodes. The Plan recognizes the primary role of Dudley Square as Roxbury's "central business district." Increased access via the new Silver Line, the anticipated Urban Ring, the relocation of the Department of Public Health offices to Dudley Square and the ongoing success of the Main Streets program signals its renewed potential as a citywide commercial destination and cultural hub. Resources and programs should continue to be targeted to the Dudley Square area in order to hasten its return to its former prominence as a regional commercial and cultural center.

15. **Develop a Roxbury Business Center and ClearingHouse to facilitate and monitor economic development activity.** The Center should be located in the Dudley Square area and might also include office and retail incubator space. Such a center could also generate opportunities for greater institutional collaboration. Funding for this kind of initiative should be sought immediately from both private and public sources and link to existing Empowerment Zone programs and existing Main Streets programs where applicable.

~~17.~~16. **Reasonable standards and criteria should be developed and enforced to attract the kinds of businesses preferred in Roxbury.** Ownership structure, training and hiring practices, operational characteristics (noise, traffic, hours of operation), the nature of the work and pay scales, potential environmental impacts and urban design are all considerations to be evaluated.

~~18.Strategies and initiatives should be created to increase the size, variety and number of businesses owned by Roxbury residents. The development and strengthening of both new and existing business associations will serve to enhance business development. A profile of active businesses and industries already located in Roxbury should be regularly updated developed and maintained, perhaps by the Roxbury Business Center. Programs to expand, reinforce and improve neighborhood shopping facilities should be supported in conjunction with the city's Main Streets program.~~

~~19.~~17.**Creative strategies and mechanisms need to be identified to increase and leverage the amount of public and private investment capital available to Roxbury-based businesses.** Increasing economic diversity within the community has the potential to create a stronger market base for existing businesses located in Roxbury and for new businesses that might be attracted to a Roxbury location. Other methods to facilitate appropriate development include: the use of tax incentives,(tax increment financing and business improvement districts), linkage programs.

~~20.~~18.**Utilize the Empowerment Zone Programs:** In 1999 the city of Boston received the U.S. Department of Housing and Urban Development's designation as a federal Empowerment Zone (EZ). ~~Thus~~ Pportions of Boston lying within the official boundaries of the EZ -including parts of Roxbury -became the focus of a $100 million distribution of federal monies over a 10-year period. These funds are earmarked ~~exclusively~~ for efforts that "generate economic self-sufficiency for Empowerment Zone residents through job creation and human development programming." EZ funds help finance development projects that bring jobs, economic activity, investment, and urban design improvements to neighborhoods lying within the official boundaries. Projects underway in Roxbury receiving EZ funds include the Best Western Roundhouse Hotel, Palladio Hall, Fairfield Center at Dudley, and the Grove Hall Mecca shopping mall.

There are, at a minimum, at least three key services that the EZ can provide to Roxbury to enhance the quality of economic development and job training. The EZ should:

a. Emphasize the distribution of information that informs small businesses how capital can be accessed
b. Provide information throughout the neighborhood about available jobs at various sites
c. Work closely with community-based organizations to enhance the quality of job training for the apprenticeable trades

~~21.~~19.**Establish Benchmarks and minimum criteria for job creation for development on public parcels.** Criteria for economic development evaluation of developable parcels is included in **Appendix C.**

Transportation

Transportation as Smart Growth

Overview

Roxbury is a community of residential districts served by local business centers, as well as numerous recreational, cultural, educational and health institutions. Situated at the geographical center of Boston, Roxbury is in close proximity to employment opportunities in the city's downtown area and adjacent to economic centers such as the Longwood Medical Area, Boston Medical Center, and Newmarket. Many Roxbury residents depend on public transit service for access within the neighborhood, and to reach citywide, and regional employment centers and other attractions. Although access to these locations is vital, many of the community's transit connections are segmented, indirect, and have low reliability. For example, portions of Roxbury have significantly longer transit trip times to Boston's downtown than other neighborhoods located at a similar distance from the city's center. The Roxbury community recognizes the importance of good public transportation, and finds itself at the forefront in the push to improve the quality, reliability and attractiveness of the city's transit system.

Many of the transportation problems faced by the Roxbury neighborhood result from a large number of pedestrian and vehicle conflict points. It is clear that pedestrians use the transportation infrastructure in Roxbury as intensely as it is by vehicles. The close proximity to downtown, extensive bus service and transit stops in the area, high neighborhood retail, office, institutional and residential land uses are all factors that lead to the intense usage of the limited infrastructure by pedestrians and vehicles alike. Roxbury has the highest asthma rate in the city and a well-balanced menu of transportation options serving Roxbury from enhanced pedestrian accommodations to first-rate public transportation should meet environmental standards, including those for air quality.

Some signals also do not provide sufficient crossing times or clearance periods, a problem of particular concern for senior citizens. Sidewalk widths also are very narrow in many areas and are inadequate to meet pedestrian demands, especially in the Dudley Square and Grove Hall areas and along Seaver Street close to Franklin Park.
At many locations, excessively wide streets encourage vehicles to speed. When those areas are also intensely used by pedestrians, it presents a safety issue. Examples of such situations include Columbus Avenue along the Southwest Corridor, Egleston Square, Seaver Street, the intersection of Martin Luther King Boulevard with Humboldt Avenue and Warren Avenue, Melnea Cass Boulevard at Washington Street, and New Dudley Street in front of Madison Park High School. Many intersections are gridlocked by vehicles, and pedestrians cannot easily get across the street, contributing to unsafe conditions in many parts of the study area.

The Roxbury community is interested in attaining a balanced and equitable transportation system that provides easy access to a wide range of work places, educational facilities, cultural facilities, recreation resources, parks and open spaces within and outside of the community. A balanced transit system must also include reliable, clean, efficient transit service that goes when and where its patrons want it. Local bus routes serving Roxbury neighborhoods and business centers today are both unreliable and often overcrowded. The radial rapid transit lines from the downtown core are located at the periphery of the neighborhood. Of these, the Orange Line primarily serves the west side of the community along the Southwest Corridor. The Fairmount Commuter Rail Line, with stops at Uphams's Corner in Dorchester and Morton Street in Mattapan, provides more limited service on the eastern edge of the community. DND has set aside several parcels of land adjacent to the Fairmount Line upgrades proposed by the MBTA. The new Silver Line Bus Rapid Transit on Washington Street will provide service between the Dudley Square business district and Downtown Crossing and eventually connect via a tunnel from the New England Medical Center to Boylston Street Station and South Station and then the Convention Center Station and Logan Airport. Currently, crosstown service that links Roxbury to adjacent employment areas to radial transit users with good access to Roxbury destinations is limited, fragmented, and subject to congestion from east-west traffic.

A balanced transportation system ~~must also~~ should provide residents with serviceable access to destinations within the neighborhood as well as to the rest of the city and the region. The street system must serve existing businesses well and also function in a manner that will attract and support new economic development without degrading the quality of life in the neighborhood with excessive traffic volumes or parking requirements.

The major regional roadways that pass through Roxbury, including Tremont Street and Melnea Cass Boulevard, generate very high volumes of automobile traffic during commuting hours while at other times cars travel at very high speeds. Both phenomena have a significant impact on the neighborhood. The balance of the roadway system is often heavily congested, in part as a result of high volumes of through-traffic. Field observations and review of available data strongly illustrate that traffic congestion, pedestrian safety, air quality degradation, bus delays, and cut-through traffic are among the community's greatest problems. Of particular note are Dudley and New Dudley Streets, Warren Street and Columbus Avenue.

Inherently there are conflicts between the demand for parking that serves businesses and the need for sufficient resident parking. A balanced transportation system must mitigate some of the demand for off-street parking and relieve parking pressures on residential streets while providing sufficient parking to support existing and future local businesses needs. Future commercial development should occur at locations with easy access to transit, thereby reducing automobile dependency. Wherever it is practical, streets should be configured to also enhance the pedestrian experience with provisions for attractive and safe sidewalks, including street trees and appropriate lighting plus signal timing that makes it convenient to cross the street safely. Bicycling should also be promoted as a

means of travel by insuring that all streets are made bicycle friendly through better traffic enforcement.

~~Roxbury has the highest asthma rate in the city and a well-balanced menu of transportation options serving Roxbury from enhanced pedestrian accommodations to first-rate public transportation should meet environmental standards, including those for air quality.~~

Overall Goals for Transportation as Smart Growth

- Provide Roxbury with a public transit system that is balanced, makes connections locally and regionally and results in equitable service to the community
- Raise environmental standards for the community that sets an example for the whole city
- Improve the quality of the environment for pedestrians
- Promote and facilitate bicycling
- Balance local and regional traffic in a safe and organized manner
- Develop parking policies that balance the needs of residents, local businesses, and visitors while minimizing auto trips generated by development
- Foster working relationships with city departments, existing businesses, and institutions as well as with prospective development entities to implement the standards established in the Roxbury Strategic Master Plan

Recommended Strategies for Transportation as Smart Growth

1. **Review Bus Route Structure.** A panel of neighborhood representatives, City officials, and MBTA representatives should review the present bus route structure. The review should identify demand corridors not served by present routes and suggest adjustments in the MBTA's Service Plan to make existing routes more effective. The panel should also explore improvements in transit access to cultural venues such as the Museum of the National Center for Afro-American Artists and the Strand Theater. These institutions attract thousands of visitors a year, many of whom come by charter bus or car. The development of a comprehensive cultural plan for Roxbury requires a transit access plan that links the neighborhood to these amenities as well as establishes the neighborhood as a citywide destination.

2. **Bus shelters** should be provided in as many bus-stop locations as possible. To that end, the city of Boston, through its Coordinated Street Furniture Program with its vendor Wall USA, Inc., will install bus-shelters along the major bus routes in the community. The implementation of the program is prioritized based on bus boarding data and minimum sidewalk depth dimensional requirements to accommodate a bus shelter. The first set of bus shelters installed as part of the program by Wall, USA was on Blue Hill Avenue in the fall 2001. Other recommended stops include bus stops along key streets in the neighborhood include Warren Street near Dudley Square, Grove Hall and its intersection with MLK Boulevard; Blue Hill Avenue near Quincy Street, New Dudley Street and Franklin Park; Columbus Avenue near

Roxbury Community College and the intersection of Washington Street/Seaver Street; and New Dudley Street at Columbus Avenue near the O'Bryant School.

3. **Bus service should be complemented with a greater level of information dissemination to reduce confusion and improve utilization.** Clear and informative signage at bus stops should be a priority, especially at those stops with high boardings.

   This should be an integral part of the City of Boston's Coordinated Street Furniture Program. All bus shelters should be provided with a citywide bus map and travel frequency chart to better orient the rider as to direction and extent of the trip on the bus. Similar signage at stops without shelters should be implemented. At a minimum the signage should state what bus serves the stop and the bus's stops and final destination. This should be implemented citywide.

4. **Coordinate transit improvement strategies with institutions and large employers in order to increase transit ridership, decrease auto dependency and reduce the demand for employee parking in the Roxbury community.**

5. **Explore the feasibility of creating community-based shuttle services to provide improved access for Roxbury residents to important recreational, cultural, civic, shopping, and medical service destinations.** Shuttle bus services could be developed and implemented, perhaps in conjunction with local institutions (similar to MASCO in Longwood Medical Area). Non-traditional methods, including public-private partnerships, should also be encouraged as a means of improving transit accessibility to areas like Newmarket, which offers new opportunities for development.

6. **Coordinate the efforts of the Boston's Transportation Department's (BTD) Citywide transportation plan, Access Boston 2000 – 2010, with the Roxbury Strategic Master Plan.** -Access Boston, a multi-report initiative, contains action plans addressing on and off-street parking, pedestrian safety, bicycling, public transportation and regional connections. The recommendations developed in the Roxbury Strategic Master Plan inform the specifics of the citywide effort. For example, LRV for Washington Street and parking ratios for new development in the area are included in *Access Boston.*

7. **Plan for a mix of uses and limited parking in the vicinity of Roxbury Transit Centers.** Land use planning for Roxbury's existing transit centers, including Ruggles, Roxbury Crossing, Dudley Square, Grove Hall, and Uphams Corner should emphasize a mix of uses to enhance their economic viability and reduce the demand for vehicle use. Similar planning should also be done at proposed new centers such as the intersection of Washington Street and Melnea Cass Boulevard and the Crosstown Center at Massachusetts Avenue and Melnea Cass Boulevard. Planning at these locations should combine development incentives such as increased allowable Floor Area Ratio's with restrictions such as limits on the amount of parking spaces.

Parking ratios should be restated as maximums rather than minimums, and parking areas should be designed to encourage a "park-once-and-walk " attitude.

8. **Reconfigure key streets and intersections to give greater priority to transit planning consistent with the Roxbury Master Plan.** The reliability and effectiveness of bus service can be increased by improvements that include adjusting street cross-sections to create bus lanes, changing the direction of streets to gain lanes for bus use, and implementing signal preempts for buses. Warren Street/Blue Hill Avenue Corridor (south of Dudley Square to Mattapan), Dudley/New Dudley Street from Ruggles Station to Uphams Corner, Hampden Street, and Massachusetts Avenue have been identified as transit priority corridors within which these improvements should be examined. **The successful implementation of the urban ring in Roxbury, especially the Phase 2 Bus Rapid Transit (BRT) routes that will need to pass through signalized intersections controlled by the City of Boston. Coordination of these plans with regard to the concept of "transit priority corridors" will be vital to make this happen.**

In addition, Roadway features favoring buses such as bus lanes and queue jumps, alone or in combination with traffic signal treatment, would improve Urban Ring bus trip times and reliability compared to the current operation of crosstown buses. The Urban Ring Phase 2 BRT environmental process is currently defining the benefits and tradeoffs of such features. Analysis and discussion with municipal traffic officials to date has indicated that traffic signal coordination and active and passive signal priority are the most promising signal treatment strategies.

9. **The implementation of the Urban Ring could provide the following benefits to the Roxbury community:**

   - Roxbury would have broader access to the entire City and other core communities in the metropolitan area such as Cambridge and Somerville and beyond. This connection would provide more options for jobs, job training, retail, social and cultural facilities.
   - Transit access to new developments in the Crosstown corridor, Dudley Square, and Ruggles Center would be improved, decreasing the reliance of these developments of the automobile. The MPO process involves the evaluation and comparison of these proposals with other proposals from throughout the region. The Access Boston process involves the evaluation of these proposals in combination with concepts for service to other Boston neighborhoods to insure that the projects as finally designed meet two broad goals: the provision of quality service, particularly for residents most in need of transit service; and the support for investment in Boston's economy, particularly in employment centers that bring jobs to all of Boston's residents. Boston's strategic transportation plan will also evaluate the package of incremental investments that can best realize these projects within the constraints of State and Federal budgets.

- ~~The Urban Ring is discussed in further detail in the following section *Transportation as Economic Development.*~~

- The Urban Ring Project, which would create both BRT and rail connections from Roxbury to the radial transit system and to employment centers such as the Longwood and Fenway areas, the Boston Medical Center, South Boston and Logan Airport. The Urban Ring Project is intended to improve transit connectivity in the circumferential corridor from South Boston, the Boston Medical Center area, Roxbury, and the Longwood area, the Fenway, Cambridge, Somerville, Everett and Chelsea and Logan Airport.

  In addition, it would substantially relieve congestion of the central subway system, and in particular the Green Line. The MBTA has completed a feasibility study of the project that recommends it be carried out in three phases. The first phase would consist of augmented local and limited stop bus service throughout the corridor. The second phase would create BRT busways along Melnea Cass Boulevard, as well as between the Fenway and Cambridgeport and between Chelsea and Logan Airport in East Boston as well as the creation of New or improved commuter rail stops in the Urban Ring Corridor. The third phase would involve a light or heavy rail transit line between Dudley Square and Sullivan Square.

  The MBTA has now initiated an environmental review of Phase 2 of the project. The EIS process will be the forum through which the arrangement of the busways on Melnea Cass Boulevard, as well as other busways, will be handled. **The Plan recommends the Phase 2 routes directly serve Dudley Square.**

  The study proposes two alternative alignments for phase 3 that includes light rail scenarios. **The Plan recommends in Phase 3, that light rail be extended from Dudley Square into Roxbury neighborhoods including Upham's Corner and then connect to the Red Line at JFK/Umass.**

10. **Raise environmental justice and air quality standards in the community and the city through increased use of low-emission buses in Roxbury.** Roxbury has the more than 20 MBTA bus routes serving the area. Increased usage of low-emission MBTA buses on these routes can significantly improve the air quality in Roxbury. Further, this technology should also be extended to school buses that traverse the area. In addition, the recommendations outlines in the Dudley Square Transportation and Air Quality Study should be followed.

11. **Provide safe and commodious streetscape designs that balance the street right of way between pedestrian, bicycle and vehicular movements.** Issues, opportunities and recommendations relating to pedestrian/traffic safety and operations are presented both at an area-wide level, and also for a series of specific areas. These areas have been identified as having unique characteristics or location-specific issues that need to be addressed. Improving pedestrian conditions in the study area call for a variety of strategies. The approach to facilitating a safe environment on the major

streets, such as Columbus Avenue or New Dudley Street should be very different from that for moderate or low traffic streets, such as Martin Luther King Boulevard. On major streets, pedestrian enhancements should not constrict or excessively reduce traffic capacity. However, the community has recommended that the entire length of Dudley Street be examined in more detail to increase pedestrian safety. Conversely, more aggressive traffic calming measures can be deployed on residential streets with high pedestrian uses and low traffic volumes. There are certain basic safety measures that can be taken throughout the neighborhood that will greatly improve the interaction between pedestrians and vehicles. Many of these recommendations are detailed in BTD publications, *Guidelines for Major Street's* and *Guidelines for Residential Streets*.

12. **Minimize Waiting Time for Pedestrians.** Traffic signals should be timed to make the signal cycle length as short as possible and should include a concurrent walk phase where appropriate. Because a concurrent walk allows for pedestrians to cross the street in conflict with turning vehicles it should only be considered where conflicting turning volumes are low and sight lines are good. In addition, warning signs such as "Yield to Pedestrians on Turns " should be installed. When signals are changed from exclusive to concurrent phases, police should be deployed for a brief period after the changeover to ticket drivers who fail to yield to pedestrians when turning as required by the Boston traffic rules.

    In light of the confusion about use of pedestrian signals, especially among school children, understanding by pedestrians could be significantly improved through the use of international symbols rather than text "Walk " and "Don't Walk " signs, in accordance with current BTD policy. Signs explaining use of the buttons and signals should be posted at all crosswalks.

13. **Improve Intersection Designs.** Presently, the widths of Roxbury crosswalks are generally limited to about 6 feet. At many high volume locations these widths are not sufficient to meet pedestrian demands. Crosswalks at high pedestrian locations should be increased to a minimum 8 feet clear of unobstructed width in high pedestrian volume locations, with additional width added for trees and street furniture. Whenever streets are reconstructed corner radii should be as tight as possible within the requirements of vehicles and safety equipment operating in the intersection.

14. **Re-striping of lanes and crosswalks along major streets and arterials should be prioritized in Roxbury to ensure safety.** Clear lane and crosswalk demarcation is crucial for both driver and pedestrian safety. At many locations in the study area, especially near Dudley Square and Washington Streets, roadway striping is faded or missing completely, and it is difficult to figure out the number of lanes of traffic.

15. **Street lighting in the area should be reviewed.** Key intersections in the study area should be flooded with lighting focused on the crosswalks to improve pedestrian visibility without resulting in glare for drivers.

16. **Reduce street widths where appropriate.** Street widths can affect the pedestrian-friendliness in several ways: wide streets lengthen the distance to be crossed at intersections and facilitate speeding during off-peak times. Reducing the width of Columbus Avenue, Melnea Cass Boulevard, and Martin Luther King Boulevard should be considered. Any such reductions would require a detailed study of the impacts not only on other major streets, but also on surrounding residential streets in the neighborhood. A preliminary analysis suggests that Columbus Avenue and Melnea Cass Boulevard are already operating at almost peak capacity. More detailed analysis and community input should precede such interventions. Preliminary analysis suggests that Martin Luther King Boulevard has much more capacity than is really needed for the amount of traffic it carries. Narrowing this street by reducing lanes appears to be feasible.

    Introducing parking lanes at times of the day when traffic volumes do not require the lanes for travel can effectively reduce speeding. Parked cars reduce travel lanes, introduce "friction " with moving cars, and buffer pedestrians from the movement of cars. This approach should be one of the techniques explored on the streets listed above.

17. **Improve the quality of roads for bicycling in Roxbury.** Bicyclists have been lawful users of Boston streets since the 1870s.State and city law permits bicyclists to use all roadways (except controlled-access expressways) and requires bicyclists to follow the rules of the road for drivers of vehicles.

    All roads should be designed to be bicycle-friendly. The right-most travel lane should be wide enough for a motorist to pass a bicyclist without changing lanes, even when the bicyclist is keeping a safe distance away from parked cars and their opening doors. Detector loops used to activate traffic lights should be sensitive enough to pick up waiting bicyclists. Streets should be maintained to be free of potholes, ridges, and other hazards. Priority streets for bicycle-related improvements include Warren Street, Humboldt Avenue, Martin Luther King Boulevard, and Washington Street. These roads provide connections to important cultural and recreational uses.

    Reconstruction of Melnea Cass Boulevard, including the existing 40-foot transportation easement held by the City of Boston, must incorporate the requirements for both bicycle and transit network. The proposed Emerald Necklace Greenway is designed to make better bicycle and pedestrian connections from Franklin Park to the Arnold Arboretum and the rest of the Emerald Necklace, possibly connecting it to the Paul Dudley White Bicycle Paths on the Charles River. The Linking the Corridors project, funded by the Federal Transportation Enhancement program, will connect the Southwest Corridor Path to the Back Bay Fens via Forsyth Street. The barrier along Circuit Drive in Franklin Park near the Ranger Station should be redesigned to permit bicycle access. Glen Road and other roads in Franklin Park closed to motor vehicle traffic should be maintained with a continuous, 10-foot wide asphalt paved path.

~~18.~~**Improve traffic enforcement.** Most car-bicycle collisions happen when at least one party is violating the traffic rules. Better adherence to the rules would reduce the number of these incidents. ~~Police should ticket motorists who do not yield when turning left or when pulling into the street or who cut off bicyclists when making a right turn. Police should also ticket bicyclists who travel on the wrong side of the street, who do not use lights at night, who endanger pedestrians, or who do not yield when required by the traffic law.~~

~~19.~~**Provide training for bicyclists, young and old.** Children need training in bicycle handling and traffic skills. Adults often need this training as well. The Transportation Department and the Parks and Recreation Department are collaborating on a Summer Cycling program for ages 10 to 14. ~~This will provide a week of bicycling experience and education for six groups of youngsters. The program will begin in July2002 and will be based in Franklin Park. The BTD is also working with the Boston Community Centers to offer bicycling classes for older teenagers and adults.~~

Improve and extend the bicycle path network. The Pierre Lallement Bicycle Path (Southwest Corridor), the Melnea Cass bicycle path, and the paths in Franklin Park should be upgraded and connected. The proposed South Bay Harbor Trail will rebuild the narrow and deteriorated Melnea Cass path and extend it to Boston Harbor via the Fort Point Channel. ~~The proposed Emerald Necklace Greenway is designed to make better bicycle and pedestrian connections from Franklin Park to the Arnold Arboretum and the rest of the Emerald Necklace, possibly connecting it to the Paul Dudley White Bicycle Paths on the Charles River. The Linking the Corridors project, funded by the Federal Transportation Enhancement program, will connect the Southwest Corridor Path to the Back Bay Fens via Forsyth Street. The barrier along Circuit Drive in Franklin Park near the Ranger Station should. be redesigned to permit bicycle access. Glen Road and other roads in Franklin Park closed to motor vehicle traffic should be maintained with a continuous, 10-foot wide asphalt paved path.~~

~~21.~~• **Promote bicycling events.** Roxbury can become a popular destination for visitors to enjoy its parks and historic sites. The Tour de Graves sponsored by the Boston Parks and Recreation Department brings hundreds of bicyclists annually to Roxbury's historic burying grounds. Additional neighborhood tours could be organized, possibly as part of Bike Week (third week of May).

~~22.~~**Bike racks and bicycle storage should be widely available.** Bicycle racks should be standard features of all major roadway reconstruction projects and of non-residential and multifamily development. ~~Large development projects should include lockable bicycle storage rooms or compounds. More bicycle racks should be added to high-activity locations such as Dudley Square, Grove Hall's Mecca Mall, and Egleston Center, as part of the City bicycle rack program.~~

•

~~23.~~18. **Establish a street hierarchy that effectively and efficiently serves the needs of residents, visitors, commuters and businesses.** Roxbury's roadway system includes important connector streets such as Warren Street, Humboldt Avenue, and Blue Hill Avenue that run through the heart of the neighborhood, and provide good connections to every part of the neighborhood. Washington Street, Columbia Road, Columbus Avenue and Blue Hill Avenue, provide generally good connections to the regional roadway network, including I-93 in the Southeast Corridor, Tremont Street in the Southwest Corridor, and Melnea Cass Boulevard in the Crosstown corridor. Dudley Street and Seaver Street are the major east-west connectors to other neighborhoods in the city.

The study has reviewed street hierarchy classifications and the functional characteristics for major streets in the study area, which include Columbus Avenue, Warren Street Dudley/New Dudley Street. Based on the volumes carried on each street and the proposed functions of the street, a new classification is proposed. This classification takes into account the proposed role that some of these streets are expected to play in the long term. For example, MLK Boulevard has been downgraded from an arterial to a connector to reflect its function as a street providing connections within the neighborhood rather than regional connections.

~~24.~~19. **Analysis should be conducted to mitigate problems in high accident locations in the future.** The plan has identified the high-accident locations in the study area. These are identified as locations that had more than 20 accidents in a 3-year period between 1996-1998.

~~25.~~20. **Traffic signal operation should be synchronized on selected major streets, giving preferential treatment for buses.** Efficient traffic operations are important both as an air quality issue, and as a means for ensuring continuous and uninterrupted flow of buses along the transit-priority corridors. Traffic operations and control improvements should also be studied in more detail and modified as required in locations such as the intersection of Dudley Street/Warren Street/Harrison Avenue and Blue Hill Avenue/Dudley Street where available information suggests that these intersections do not perform very well during the peak hours.

~~26.~~21. **Traffic calming measures should be implemented for specific locations and neighborhoods.** A general package of traffic calming techniques should be employed including signage, circulation changes, signalization, street and intersection design modifications, landscape treatments, curb-extensions, raised crosswalks, raised intersections, chicanes and other means to increase safety and visibility for pedestrians and vehicles alike, and to reduce traffic speeds and cut-through traffic on residential streets.

The master plan has identified preliminary alternatives for the Quincy/Townsend corridor that can be used as strategies for a continuous east-west traffic corridor, a one-way street combination that reduces cut-through traffic, or for a paratransit corridor that provides a much-needed east-west connection in the southern part of the study area.

~~27.~~22.**Establish neighborhood-specific strategies that respond to the local needs.** Neighborhood-specific parking strategies should be developed with neighborhood associations. Areas like Grove Hall, Egleston Square and Dudley Square face intense pressure for parking from residents, commuters and local business patrons. In such areas, preferred locations for additional parking should be identified when it is determined that adding more parking is appropriate. Siting such facilities will be an ongoing effort related to changing development pressures.

~~28.~~23.**Resident Parking Program.** Resident parking programs in selected locations could address some of the community's problems posed by non-resident parking. Local neighborhood organizations and residents should be informed about the City's resident sticker program, including detailed steps as to how a neighborhood could get a resident parking program. Limiting available parking within neighborhoods to residents only, is an option that should be considered selectively for some residential neighborhoods like Moreland Street, Mt. Pleasant, and Highland Park, and for areas near MBTA stations, to minimize the use of on street parking by commuters.

~~29.~~24.**Establish context-based parking standards for new development.** Parking standards should be tailored to meet development needs and provide enough spaces so that parking does not spillover onto local streets. Site specific parking standards and ratios for new development in one or more key locations should be established that considers both residential and non-residential uses. In the recently released parking report of Access Boston, Boston's Citywide Transportation Plan, the Boston Transportation Department established District Based Parking Goals. The goals have been established for the entire City, but have been broken down by neighborhood, and in some cases, sub-neighborhooods.

The guidelines for Roxbury are shown below:

- Location Office/Non-Res Res.spaces/unit
- Crosstown .75-1.0 spaces/KSF 1.0-1.5 spaces/unit
- Dudley Square .75-1.0 spaces/KSF 0.5-1.0 spaces/unit
- Roxbury 1.0-1.5 spaces/KSF 1.0-1.5 spaces/unit
- Roxbury (near .75-1.25 spaces/KSF .75-1.25 spaces/unit

~~30.~~25.**Encourage institutions, cultural and entertainment venues to apply demand management and shared use parking standards**. This can be accomplished through 1) exploring shared-use (on-off peak hours) of existing parking facilities,2)providing transit vouchers ,and 3) validating parking. A system of shuttles to designated parking facilities could be implemented to relieve non-resident parking on local streets.

~~31.~~26.**Forbid all stand alone (remote/commuter) parking.** The community through the Working Group as well as numerous other organizations has voiced its unanimous opposition to stand alone (remote/commuter) parking within the Roxbury Neighborhood District for any and all parking that does serve the needs of the Roxbury community. It is recommended that the BRA take immediate action to amend the Roxbury Neighborhood

District zoning text to make all parking lots and garages that primarily serve as a remote/or commuter parking facilities forbidden uses. These provisions would not apply to projects in progress such as the parking facilities at the Crosstown Center and Modern Electroplating sites or other parking limited to that which is required by Roxbury Zoning Article 50.

~~**Discourage remote and commuter parking.** There is community consensus against remote or satellite parking in the neighborhood that does not directly service the community. Neighborhood residential traffic impacts must be addressed as part of any plans to meet commuter or satellite parking needs. As a conditional use in the Boston Zoning Code, any proposed satellite parking can not be approved without approval from the Zoning Board of Appeals.~~

~~32.~~27.**Consistent with Transit-Oriented Development principles, limit parking in public transit station areas.** Develop land use plans for areas within a quarter-mile radius (five-minute walk) of public transit stations that limits the amount of parking spaces in the areas. Parking ratios should be stated as maximums rather than minimums, and design parking areas to encourage a "park-once-and-walk " attitude.

~~33.~~28.**Apply a comprehensive approach to the review of traffic impacts of new developments in the community.** A large proportion of traffic using the streets in Roxbury is passing through seeking access to and from the regional highway network, in particular the I-93 Expressway. The streets in Roxbury therefore not only serve the community, but the adjacent areas including the Longwood Medical Area, Newmarket and the BU Medical Center. New development proposed in and around Roxbury may not have substantial impacts individually, however, the cumulative impacts can be significant. The situation may improve somewhat with the completion of the Central Artery project, and although traffic patterns might be redefined, congestion within Roxbury will still need to be managed.

~~34.~~29.**Continue to encourage institutions and commercial centers like Dudley Square to establish Transportation Management Associations (TMAs).** The presence of several large institutions and employers in and around the neighborhood offers an opportunity to establish TMAs that reduce single occupancy vehicles and encourage transit use. Businesses located in Dudley Square, Grove Hall, and Crosstown should be encouraged to form TMAs.

~~35.~~30.**Form a committee for the continuous monitoring and evaluation of traffic and public transit service in the Roxbury neighborhood.** The identification and timely notification of deficiencies, improvements, suggestions for increasing service reliability and operational frequency, and expanding hours of are some of the tasks that the committee could be responsible for.

~~36.~~31.**Link Federally Funded Transportation Initiatives to Job Training Opportunties.** Federal dollars from ISTEA and TEA 21 are used for transportation studies and improvements to local communities. Research the possibility of whether

these funds can generate Job Training and Economic Development Opportunities for Roxbury residents.

Transportation as Economic Development

Overview

The next generation of transportation projects will emerge from planning processes conducted at the city and regional level. The city of Boston, through the Boston Transportation Department, is developing a city-wide Transportation Plan, *Access Boston 2000-2010* .The Metropolitan Planning Organization (MPO) is responsible for preparing a transportation agenda through which it programs future capital projects. The MBTA adopts a long-range (25 years) capital plan as well as an annual bus service program. The goals and strategies that are recommended in this document are intended to inform and guide these citywide and regional efforts. Transportation is approached not only as a key element for a safe and quality neighborhood, but also as an important economic engine both in terms of jobs and businesses.

Recommended Strategies for Transportation as Economic Development

1. **Improve the quality of transit service for residents seeking access to neighborhood business centers and services.** Roxbury's network of 18 local bus routes, organized primarily to feed the subway system, contains some of the MBTA's most heavily patronized routes. Dudley Station is the busiest bus transfer facility in the system. Strategies to improve the quality of bus service include recommendations for improvements to current bus operations as well as for long-range capital projects. While Roxbury has extensive bus-service, some routes carry many more passengers and are more subject to crowding than others. Increasing reliability of these services and improving schedule adherence are major components that require constant monitoring. These routes include (avg daily boardings):
    - Route 15 Uphams Corner -Ruggles,via Dudley(6,800)
    - Route 23 Ashmont -Ruggles,via Grove Hall (12,900)
    - Route 28 Mattapan -Ruggles,via Grove Hall (13,000)
    - Route 66 Harvard Square -Dudley,via Allston (10,700)

2. **Develop more reliable cab service to, from and within Roxbury.** This may mean getting more ownership of taxi service from the community for local service. This is a similar problem for neighborhoods like East Boston.

3. **Enhance Roxbury's transit accesses to employment, cultural, recreational and shopping destinations within the City and region.** The community relies on local buses and two limited stop crosstown bus routes that pass along the eastern edge of the community on Melnea Cass Boulevard for access to and from some of the region's major employment centers, including downtown, the Boston Medical Center, Longwood, and Newmarket. These routes require better travel times, more frequent service, and fewer transfers to adequately address the community's needs.

Many employment opportunities in the Boston metropolitan region require reverse commuting (commuting away from downtown). Transit service modifications should be designed to improve the connections to employment opportunities that exist along the Route 128 and 495 corridors. A commuter bus system linked to employment centers at Routes 128 and at 495 should be integrated with existing and proposed transit routes and facilities.

Some routes require service to extend into non-peak hours, or require additional off-peak service, in order to provide important connections to cultural, recreational and shopping destinations. It is important that expansion of service hours be on weeknights as well as weekend nights to facilitate access to jobs. The following routes require such improvements:

- Route 8 (Harborpoint/UMass – Kenmore Station,,via Dudley)
- Route 15 (Uphams Corner – Ruggles,,via Dudley)
- Route 19 (Fields Corner – Ruggles,,via Grove Hall)
- Route 28 (Mattapan – Ruggles,,via Grove Hall)
- Route 42 (Forest Hills – Ruggles,,via Egleston Square)
- Route 44 (Jackson Square – Ruggles,,via Seaver Street)
- Route 45 (Franklin Park Zoo – Ruggles,,via Blue Hill Avenue).
- Route 66 (Harvard Square – Dudley,,via Allston)

4. **Take better advantage of Roxbury's existing and proposed public transportation infrastructure by concentrating development around transit stations in accordance with transit-oriented development (TOD) principles.** The presence of major transit centers both within and along the edges of the neighborhood present strategic opportunities for new development within Roxbury. Concentrating new housing and mixed-used development at transit nodes allows more residents, shoppers, and workers convenient access to public transportation and reduces the demand for automobile use. Development near transit areas in Roxbury also takes advantage of rapid transit lines that have capacity for additional ridership.

5. **Implement Transportation Capital Project.** The Metropolitan Planning Organization (MPO) will create a revised 25-year regional transportation plan in 2004. At the same time, the Boston Transportation Department, as part of its citywide transportation plan *Access Boston,* is developing a report focused on Public Transportation and Regional Connections, for publication in the spring of 2002. The report will assess the many roadway and transit projects that have been proposed for consideration throughout Boston and develop approaches to integrating them into systems and comparing their relative strengths and weaknesses. Among the Roxbury capital projects that are under consideration in both the MPO plan and Access Boston are:

   - Silver Line Phase 3,which would link the Washington Street BRT service with the South Boston transitway
   - Extensions of the Silver Line to serve Grove Hall, Mattapan, and Codman Square

- The conversation of the Washington Street service to Light Rail with connection at Boylston Station and service to either Park Street Station via the existing tunnels or South Boston via conversation of the Silver Line Phase 2 and 3 bus tunnels to light Rail. ~~The conversion of the Washington Street service to Light Rail with connections either to the Green Line system at Boylston Station or to South Boston via conversion of the Silver Line Phase 2 and 3 tunnels~~
- The Urban Ring implementation strategy is that each phase is **additive** to the previous one.
- It is proposed that Phase 3 of the Urban Ring would **add** either Light Rail or Orange Line service from Sullivan Square to Dudley Square to the previously implemented Phase 1 Crosstown bus and Phase 2 BRT services. Neither the current MBTA nor MOP plans recommend extending Light Rail or Orange Line service into Uphams Corner connecting with the Red Line at JFK/UMASS Station.
- If the Access Boston 2000 plan states different options, the text should distinguish them from those in the MPO plan.

- The Indigo Line, which would increase service frequency and station stops on the Fairmount Commuter Rail line; extensions of the Indigo Line rapid rail service concept to link it to an east-west rail service to Allston Landing, and;

- These capital projects provide ooportunities for local business and employment for residents. The City should work closely with community groups and local business, and unions, to ensure that information about upcoming cinstruction and business contacts is widely distributed; the types of jobs generated by these projects should be projected as far in advance as possible. _

~~The Urban Ring Project, w h ich would create both BRT and rail connections from Roxbury to the radial transit system and to employment centers such as the Longwood and Fenway areas, the Boston Medical Center, South Boston and Logan Airport. The Urban Ring Project is intended to improve transit connectivity in the circumferential corridor from South Boston, the Boston Medical Center area, Roxbury, and the Longwood area, the Fenway, Cambridge, Somerville, Everett and Chelsea and Logan Airport.~~

~~In addition, it would substantially relieve congestion of the central subway system, and in particular the Green Line. The MBTA has completed a feasibility study of the project that recommends it be carried out in three phases. The first phase would consist of augmented local and limited stop bus service throughout the corridor. The second phase would create BRT busways along Melnea Cass Boulevard, as well as between the Fenway and Cambridgeport and between Chelsea and Logan Airport in East Boston as well as the creation of New or improved commuter rail stops in the Urban Ring Corridor. The third phase would involve a light or heavy rail transit line between Dudley Square and Sullivan Square.~~

~~The MBTA has now initiated an environmental review of Phase 2 of the project. The EIS process will be the forum through which the arrangement of the busways on Melnea Cass Boulevard, as well as other busways, will be handled.~~ **~~The Plan recommends the Phase 2 routes directly serve Dudley Square.~~**

~~The study proposes two alternative alignments for phase 3 that includes light rail scenarios.~~ **~~The Plan recommends in Phase 3, that light rail be extended from Dudley Square into Roxbury neighborhoods including Upham's Corner and then connect to the Red Line at JFK/Umass.~~**

6. **Roxbury should take advantage of the reauthorization of f~~F~~ederal t~~T~~ransportation f~~F~~unds.** The Transportation Equity Act-21 (TEA-21) as well as other federal legislation implemented by the Department of Housing and Urban Development (HUD) and the Department of Labor are ~~untapped~~ resources that can be directed towards job training and the generation of new businesses. As there initiatives are confirmed or re-authorized, Roxbury and Boston elected and state officials should help direct resources to Roxbury and other neighborhood.

Housing

Overview

~~Most~~ Many residents identify themselves with one of the several sub-neighborhoods that make up Roxbury. Each sub-neighborhood has distinctive qualities characterized by diverse housing types ranging from single family to triple-deckers to multi-family housing blocks. Where new development occurs, it should be designed to be compatible with the surrounding houses and not compound traffic and parking problems. The approach to housing in Roxbury must facilitate the development of a mix of housing types at levels of affordability that allow residents of various incomes to remain in the community in suitable housing. It is a priority for Roxbury residents that neighborhood-housing strategies also take into consideration the requirements of elderly and disabled persons. There is a great respect for elders in the Roxbury community and a strong desire to make sure that they are provided with quality living situations. ~~Much of the architecture in Roxbury is of significant historic value and many structures are being rehabilitated. The residents have a strong sense of identity with these sub-neighborhoods and the Plan recognizes that strategies for housing development including architectural compatibility, affordability, unit mix and densities should be defined on a neighborhood-by-neighborhood basis.~~

~~Where new development occurs, it should be designed to be compatible with the surrounding houses and not compound traffic and parking problems. The approach to housing in Roxbury must facilitate the development of a mix of housing types at levels of affordability that allow residents of various incomes to remain in the community in suitable housing. It is a priority for Roxbury residents that neighborhood-housing strategies also take into consideration the requirements of elderly and disabled persons. There is a great respect for elders in the Roxbury community and a strong desire to make sure that they are provided with quality living situations.~~

Transit-Oriented Development

The Roxbury community can greatly benefit from new and innovative ideas concerning the development of housing that takes into consideration issues of traffic congestion and the ready availability of transit service. Transit-Oriented Development is an approach that advocates placing higher density housing and mixed-use development near transit stations. Consequently, more residents can have access to public transit and benefit from the services that mixed-use development can provide. Opportunities for Transit-Oriented Development in Roxbury include areas around the Ruggles, Roxbury Crossing and Jackson Square MBTA stations, Dudley Square, Upham's Corner and in the future, Grove Hall, should the Silver Line be expanded there in future phases.

Housing Trends

~~A strong economy and a surge in housing~~ Housing demand in the region has ~~regionally have~~ resulted in tremendous demand for housing throughout the city of Boston. Roxbury in particular has experienced one of the sharpest increases in housing prices. Driven by

its close proximity to downtown, example of stunning residential housing stock and its adjacency to other high-priced neighborhoods such as Jamaica Plain and the South End, the price of a three family home rose 117%between 1997 and 2001.Roxbury's advertised asking rents for a two-bedroom unit increased by 89%between 1995 and 2001. Roxbury has one of the lowest rates of owner occupancy for 1,2 and 3-family properties, 58.2% versus 70.8% citywide. According to a 1996 study by the Department of Neighborhood Development and Boston's Fair Housing Commission, 49% of Roxbury's housing developments were subsidized, more than double the city's rate of 19%. By the year 2000,the percentage of the government-assisted housing stock sheltered from the market exceeded 50%, as compared to 20% citywide.

Keeping Roxbury Residents in the Community

While many Roxbury residents have enjoyed the benefits of the strong economy, many ~~also~~ fear that these and related ~~same~~ forces will push some residents out of the neighborhood. Housing production in the region has failed to keep pace with new demands created by job growth, and as a result, tremendous pressure has been placed on home sale prices and rents. As more and more working families are being priced out of the market, additional demand falls upon the stock of subsidized housing. As a result, an affordable housing deficit has occurred in the region.

~~For neighborhoods, Roxbury has one of the lowest rates of owner occupancy for 1,2 and 3-family properties, 58.2% versus 70.8% citywide. According to a 1996 study by the Department of Neighborhood Development and Boston's Fair Housing Commission, 49% of Roxbury's housing developments were subsidized, more than double the city's rate of 19%. By the year 2000,the percentage of the government-assisted housing stock sheltered from the market exceeded 50%, as compared to 20% citywide.~~

The high number of subsidized units has caused some residents to advocate for a greater balance of incomes in Roxbury and for an increase in homeownership, both affordable and market rate. Many residents agree that it is important to encourage economic diversity and provide housing for a mix of incomes in all new housing developments, both rented and owned. The community has not voiced ~~against~~ disagreement about the critical importance of the existence and the maintaining of high quality subsidized housing; ~~.~~ ~~t~~The goal is for a balance of housing types.

~~*Transit-Oriented Development*~~

~~The Roxbury community can greatly benefit from new and innovative ideas concerning the development of housing that takes into consideration issues of traffic congestion and the ready availability of transit service. Transit-Oriented Development is an approach that advocates placing higher density housing and mixed-use development near transit stations. Consequently, more residents can have access to public transit and benefit from the services that mixed-use development can provide. Opportunities for Transit-Oriented Development in Roxbury include areas around the Ruggles, Roxbury Crossing and Jackson Square MBTA stations, Dudley Square, Upham's Corner and in the future, Grove Hall, should the Silver Line be expanded there in future phases.~~

Overall Goals

There are four key components for any strategy aimed at ensuring Roxbury has an adequate and affordable supply of diverse housing stock to meet the needs of residents. Planning for these components will be pursued in ways that respect the physical and social diversity of Roxbury and enhances the integration of housing with transportation and economic development. These four components reflect the concerns and suggestions made in many meetings with residents and community leaders:

~~A.~~• **Maintenance and expansion of affordable and decent housing**
~~B.~~• **Strategies for increasing individual and cooperative homeownership rates**
~~X.~~• **Design and planning of innovative housing and its integration with the neighborhood's social and economic structure**
~~A.~~• **Maintaining and enhancing the quality of public and subsidized housing**

Maintenance and expansion of affordable housing

The ability to access housing resources at the city, state and Federal levels is integral to housing production and preservation. High quality, affordable and accessible housing is important to new and existing employers and to neighborhood residents. The availability of good housing that meets the income capacity of prospective employees is an important consideration in business location decisions. The Mayor's housing strategy calls for an increase in city support and resources for the development of citywide housing initiatives. These programs provide essential assistance to organizations, institutions and residents working to increase the amount and quality of the housing stock in Roxbury.

~~Mayor Menino made housing production and preservation one of his top priorities beginning in January 1999.He elevated his housing department to the cabinet level, convened weekly meetings with heads of the city's housing-related departments and identified ways to address the first and largest obstacle to housing production in Boston: financing.~~ In the spring of 2000,Mayor Menino convened a panel of advisors to assist in formulating a new housing strategy for the City of Boston to meet its housing demand. The Mayor published *Leading the Way: A Report on Boston's Housing Strategy FY2001-2003* in October 2000. This strategy outlines the city's campaign to increase the supply of housing resources and preserve and protect Boston's affordable housing supply over the next three years. It will focus the efforts of the city's housing agencies to ensure that the units created serve people across the income spectrum. In total, the housing strategy targets public and private investment of more than $2 billion over the next three years.

Roxbury is expected to be a major beneficiary of the *Leading the Way* plan. ~~Most of the stated goals of the plan address Roxbury's priorities and will be referred to in a number of cases in the list of recommended strategies.~~ The two most significant goals of the *Leading the Way* document are:

1. **Increase the supply of housing citywide by 7,500 over 3 years.** Production of new housing for people at all income levels is needed to achieve a balanced and stable housing market. To do this, the city will:
    - Create 2,100 city-assisted affordable housing units
    - Bring ~~back~~ on-line 1,100 vacant public housing units
    - Encourage the private market to produce 4,300 units

2. **Preserve 10,000 rental and owner occupied housing units.** Preservation of existing housing and protection for households who are casualties of our strong economy, including conversions to non-residential uses, must be an immediate priority. The Roxbury Strategic Master Plan focuses on specific programs and initiatives that maximize opportunities for Roxbury residents to meet the goals developed through the community process. The following goals and strategies, while specific to Roxbury, incorporate the spirit of the Mayor's *Leading the Way* strategy and, in some cases, reflect its specific priorities.

There are several strategies that reflect the City's partnership with Roxbury regarding subsidized housing policies and practices, including:

Recommended Strategies

1. **Explore opportunities to adaptively re-use formerly non-residential buildings that might become residential**. Consider lofts in former warehouses and industrial and commercial buildings in the Dudley Square and Hampden Street areas. Housing should also be encouraged above first floor retail in order to promote safety and visibility for both shopping and living and to create vibrant 18-hour commercial districts.

2. **Build housing on publicly held land.** The city has been underway with a Housing Initiative for two years as part of the Mayor's *Leading the Way* strategy. One of the priorities has been to inventory DND and BRA-owned property that is zoned for residential uses and develop a schedule to advertise their avail- ability for redevelopment in a timely way. Much of the inventory consists of small, scattered sites within neighborhoods throughout the city of Boston including Roxbury. In some cases, the BRA and DND work together to adjoin adjacent parcels of publicly held land into single development sites to create a better redevelopment opportunity.

3. **Maximize Affordable Housing Units.** In keeping with the affordable housing needs as identified in *Leading the Way,* the goal is to maximize the number of affordable housing units developed on publicly-owned land. A majority of units created by DND on city-owned property are affordable. As the city's agency responsible for the disbursement of all public funds for housing, the Department of Neighborhood Development offers the property for sale and redevelopment with the intent to subsidize potential projects with the Federal, state and city subsidies for affordable

housing. The BRA aims to maximize affordable housing subject to local community objectives, the realities of the market and financial feasibility. RFPs are issued under various development programs.

4. ~~**Continue to Strengthen Community Process.** The BRA and DND have developed a process for working with the community to develop publicly owned properties for housing. While their procedures might be slightly different, the BRA and DND have both set parameters by which the community has ample opportunity to participate in and influence guiding principles for redevelopment.~~

5. **Work with private, institutional and community-based organization landowners to encourage and facilitate housing production on vacant land and buildings where appropriate.** The Boston Home Again resources and Rental Development programs are available for private developers through the Department of Neighborhood Development.

6. **Explore the creation of a community land trust.** Members of the community are encouraged to work with community-based organizations to explore the use of a Roxbury community land trust to acquire and develop vacant parcels or abandoned buildings for homeownership opportunities. The business community, private institutions and local foundations should also be approached to support this effort. Other ways of ensuring permanently affordable housing should also be investigated, such as affordability deed riders that never expire or non-profit and tenant ownership vehicles.

Strategies for increasing individual and cooperative homeownership rates

1. **Utilize existing city programs to educate and assist would-be homebuyers.** There are many existing city programs that Roxbury residents can use. These include: Homebuyer 101,Boston Home Certificate Initiative,1st HOME Program, Boston Home Sites Program and Home Again Program. All of these programs are described in *Leading the Way*.

2. **Expand city programs that help aspiring homeowners understand the benefits and challenges of owning a home.** .Market to the community a variety of approaches to home-ownership including grants, education classes, reduced interest loans and incentives and programs designed to increase levels of homeownership. See *Leading the Way*.

3. **Explore and encourage alternative forms of home-ownership.** These alternatives include cooperative housing, condominiums and other structured ownership of multi-family units.

4. **Develop a housing strategy specifically geared to the needs of senior citizens such as the Senior Vacant Units Program**. Affordable and Assisted Housing for Seniors are initiatives that combine city-owned and privately acquired property with Federal, state and city funding to create affordable housing for seniors. The **Senior Vacant Units Program** helps elderly homeowners remain in their current homes, if they wish, by reclaiming their vacant units, adding to their income and creating affordable apartments.

5. **Monitor the number of ~~disabled~~ housing units for disabled residents that are available in the community and encourage more housing developments that have sufficient numbers of units that require full Americans with Disabilities Act (ADA) accessibility.** All new housing in the city requires that 5%of the units of housing in a development with 20 units or greater must have accessible units that are fully ADA-compliant for disabled persons. For housing developments with 12 units or more, ADA units must have access to the first floor and in the elevator and hallways. The costs for building units that are fully accessible with all the special features required tends to raise the cost of the construction. Building housing developments with larger numbers of units are the most advantageous for the disabled community. Where these units are located in the community is often another important factor if a disabled person is dependent on public transit and the ease of having neighborhood services that are in close proximity. The city's initiative to promote the study and implementation of Transit-Oriented Development where appropriate addresses many of the mobility problems that the disabled and the senior community face.

6. **Provide housing for the disabled through programs such as Non-Elderly Disabled Vouchers for persons with disabilities provided by the Boston Housing Authority.**

7. **Continue to utilize and expand abandoned and vacant housing initiatives.** The city provides programs that the community should take advantage of to reoccupy vacant and/or abandoned units and bring them back as affordable housing. As outlined in *Leading the Way*, the initiatives include such programs as Abandoned Building Campaign, Receiverships, Vacant Apartment Project and Senior-Owned Vacant Apartments.

8. ~~**Develop a Roxbury Neighborhood Profile.** The BRA has completed a Neighborhood Profile for all neighborhoods in the city as defined by the BRA's zoning boundaries. The profiles includes a basic history and demographic data according to the new 2000 census data as well as other critical data that will be made available to the community via website. The BTD, through Access Boston, is in the process of developing neighborhood profiles for transportation related issues. Publication of this document is estimated for Summer 2002 and will be featured on the BTD website.~~

9. **Advertise housing programs available to City of Boston residents.** Analyze neighborhood level census-data upon release, posting demographic, housing and economic data on the city's web site. Advertise housing programs available to City of Boston residents and create partnerships for information dissemination with community development corporations and other community groups.

10. **Implement an advertising campaign that targets those households that are eligible to benefit from City services**. There are a variety of housing programs sponsored by the city and non-profit organizations as well as educational programs.

11. **Establish a mechanism to advocate for ongoing and measurable city, state, Federal and private funding support for housing.** Existing housing resources are valuable community assets and need to be preserved. It is of critical importance to establish a sound, consistent method that tracks and quantifies the disbursement of city funds. Knowing about and accessing the resources is essential for expanding housing opportunities.

12. **Examine tax policies and recommend strategies to support current homeowners.** A key goal of the Plan is to ensure that current residents can remain in their homes. To that end, current tax policies should be examined and modifications suggested in order to provide incentives that enable homeowners to stay in their homes. New strategies should be developed and existing programs promoted to provide financial support and resources, including low interest rehabilitation loans for low-and moderate-income residents who want to remain in the neighborhood but need funds for maintenance and repairs.

13. **Utilize "Don't Borrow Trouble," the city of Boston's (DND) comprehensive predatory lending awareness and foreclosure prevention program.** This program includes a Department of Housing and Urban Development, Federal Deposit Insurance Company and U.S.Conference of Mayors award-winning educational campaign that is combined with one-on-one refinance and foreclosure prevention counseling offered by Boston Home Center staff as well as by foreclosure prevention specialists from local non-profit housing agencies.

14. **Encourage local community organizations to monitor and reduce discrimination in lending practices.** Hold lending institutions accountable to CRA regulations. By encouraging residents to receive credit counseling and homeownership training, predatory lending practices can significantly be reduced. Banks can further support these activities by sponsoring training sessions and education classes.

15. **Provide strong code enforcement of existing guidelines and policies**. These codes need to be strictly and equitably enforced. Investigate how funds can be linked with enforcement to help income- qualified homeowners make necessary repairs.

16. **Promote awareness of the free Homeowner 201 six-hour course covering property management/maintenance, landlord training, and personal financial management.** Though required for those who wish to receive financial assistance through the DND's Boston Home Certificate Initiative, DND, the course is open to anyone. Graduates are eligible for discounts with several local insurance agencies and hardware stores.

17. **Approach potential partners to donate materials and time.** In addition to the partnerships between the government and non-profit, for-profit, and institutional developers, other philanthropic partnerships can be a valuable tool in the creation of new housing. Architects could be approached to design housing prototypes pro-bono. Youth Build, a Roxbury-based organization that provides training in construction skills for youth and young adults, or Habitat for Humanity, can partner with the community to work on building or renovating homes. The Home Depot or Boston Building Materials Coop could be approached to donate materials to build housing. The best support for this type of initiative may come through a community-based initiative through a community development corporation or a faith-based organization.

Designing and planning of innovative housing

Below are some general strategies for planning of housing. Specific design guidelines for housing can be found in the *Community-Wide Urban Design Guidelines* section.

1. **Create the opportunity for sub-neighborhoods to comprehensively plan for development in their area.** The Roxbury community should be engaged by the city at the earliest possible juncture to comprehensively plan for development on public parcels and the preparation of Request for Proposals. Equally important, the

community must take the initiative to participate fully in that process. The Plan sets up a multi-phased community review process for the disposition of publicly owned parcels in the *Implementation and Governance* section.

2. **Sub-neighborhood Studies.** The BRA, in collaboration with other city departments such as DND and BTD, is involved in sub-neighborhood studies through projects such as the Dudley Square Transportation and Air Quality Study, the Grove Hall Housing on Main Streets Initiative, the Uphams Corner Transit-Oriented Development Study and the Highland Park Study. These studies recognize that each neighborhood has varied goals, architectural styles and histories and that the sub-neighborhoods should be given the opportunity to create their own housing goals, set density preferences and an affordable/market rate unit mix. Where these sub-neighborhood studies have been completed and/or are currently guiding development projects, their goals and preferences are grand-fathered as part of the Roxbury Master Plan. An example of one such plan is the Blue Hill Avenue Study completed by the Blue Hill Avenue Initiative Task Force.

3. **Increase density and height guidelines on sites within the immediate vicinity of transit stops.** Transit-Oriented Development should be encouraged by lowering the parking ratio for housing sites immediately adjacent to rapid transit stops on the Orange Line, the Silver Line and the Urban Ring when constructed. Each neighborhood, through community forums, will need to discuss the implicit tradeoffs relative to marketability versus potential parking impacts on adjacent residential streets.

4. **Expand city programs that publicize the properties and actions of negligent owners.** Many abandoned buildings are privately owned. DND annually surveys vacant buildings. Privately held abandoned properties are listed on the web at www.cityofboston.gov/dnd to encourage owners to either sell or renovate their properties. Attracting the public eye to negligent owners may conceivably give incentive to such owners to renovate their properties. The city of Boston has instituted several vehicles for making homeowners and absentee property owners accountable to the community for the maintenance and upkeep of their property. See *Leading the Way* for programs that assist in this endeavor.

5. **Work wit Massachusetts Housing to ensure the continued affordability of approximately 1,800 housing units under the Demonstration Disposition Program.**

Maintaining the quality of public housing

1. **Maintain the affordability of Federally financed rental units** by helping the city to support initiatives such as Tracking and Intervention, Tenants at Risk Program and Housing Preservation Agreements. These programs are described in *Leading the Way.*

2. **Rehabilitate and fully reoccupy Boston's public housing.** The Boston Housing Authority's Capital Improvement Program and HOPE VI program are initiatives by the BHA that are working to this end. Examples include the successful completion of the Orchard Gardens public housing redevelopment in Roxbury and Mission Main project in the nearby Mission Hill neighborhood.

3. **Review options, where appropriate, to mix housing development with commercial uses on large parcels**. Publicly-and privately owned vacant or underutilized sites provide opportunities for mixed-use development including residential and job generating uses.

4. **Encourage the distribution throughout the community of housing types that accommodate special population groups**. The elderly, the physically challenged, large families and single room occupants, among others, all need housing in Roxbury. Distributing units throughout the community guarantees that diverse populations will have access to housing. Critical to the success of such programs is establishing siting standards and monitoring the management of group homes and Single Room Occupancy facilities.

Community-Wide Urban Design Recommendations

A positive by-product of the renewed interest in Roxbury as a community in which to live, work and/or own a business is the ability to establish and maintain high design standards and criteria to be met by prospective developers. Because of this community's many assets and its inherent potential for further improvement, the rigorous enforcement of development standards is unlikely to dissuade the quality of developer or employer that would be welcome in the Roxbury community.

The design standards and guidelines applied to publicly owned parcels and elements of the public realm should set the bar as an example for private developers to meet or exceed. Although the recommendations spelled out here are primarily physical interventions, they can be successfully implemented only within the context of the many non-physical goals, objectives and strategies touched upon in the study. The implementation of these recommendations requires coordination with a series of complementary actions in the public sector, the private sector and the various sub-neighborhoods that make up the Roxbury community. Specific implementation tools and strategies are discussed in the *Implementation and Governance* section of this report.

Recommended Strategies

1. **Emphasize the primacy of key streets in the community such as Washington Street, Warren Street, Blue Hill Avenue, Seaver Street, Columbus Avenue and Melnea Cass Boulevard through the design of streetscape elements including paving, planting, lighting, signage and street furnishings (benches, trash receptacles, etc.).** The design and level of public housekeeping reflected in high visibility, key streets sends a potent message about the overall quality of the neighborhood. Target federal and state capital investment funding for key streets. These streets should be prioritized for improvements.

2. **Establish street design standards that consider the importance of the pedestrian realm.** Apply streetscape design standards developed by the city's Transportation Department. These guidelines are contained in *Streetscape Guidelines for Boston's Major Roads* (1999) and *Guidelines for Residential Streets* (2001). These design guidelines should be applied to all street reconstruction projects. The principles of these documents, including the facilitation of "a balanced and efficient transportation system "as well as "safety on the street, connectivity to work and home, access to transportation options, and the creation of a clean and comfortable public environment " are in keeping with the spirit of this Plan.

3. **"One size does not fit all."** Urban design standards for housing, commercial structures, industrial institutions, public facilities and open space should be adapted to reflect the scale and character of the immediate context.

4. **For the Highland Park neighborhood, the design guidelines defined in the Boston Landmarks Commission report "Preserving Highland Park: Protecting a Livable Community " should be applied.**

5. **For the Blue Hill Avenue Corridor, the community vision as defined by the Blue Hill Avenue Task Force in January 1996 in coordination with the Public Facilities Department and prepared with Stull and Lee, Inc. should be recognized and envisioned.**

6. **In general, create buffer zones where industrial areas abut residential areas** This section of the report identifies a series of discrete, site specific urban design recommendations. They are physical design recommendations that reflect the input of community residents and stakeholders as articulated in the many public meetings and workshops held throughout the process.

7. **Develop design and maintenance standards to fit compatibly with adjacent residential neighborhoods and open spaces.** The Plan proposes physical design improvements including façade improvements, upgraded signage, lighting, landscaping and general maintenance standards. Equally important are operational standards that include reduced noise levels, visual screening of on-site storage, and limited hours of operation.

8. **Prepare enforceable design and maintenance standards that can facilitate the better integration of non-residential uses, particularly industrial and commercial uses, with adjacent residential areas.**

9. **Given Roxbury's dramatic topographical features and visual landmarks, important view corridors should be identified and protected.**

10. **Requests for development proposals for all publicly-and privately-owned property that will benefit from substantial public investment in site preparation, infrastructure investments or financing should include clearly stated guidelines and criteria consistent with the goals of the Roxbury Strategic Master Plan.**

~~Although the recommendations spelled out here are primarily physical interventions, they can be success-fully implemented only within the context of the many non-physical goals, objectives and strategies touched upon in the study. The implementation of these recommendations requires coordination with a series of complementary actions in the public sector, the private sector and the various sub-neighborhoods that make up the Roxbury community. Specific implementation tools and strategies are discussed in the *Implementation and Governance* section of this report.~~

A, A1 – Improve the Roxbury community's access to the Fenway and the Longwood Medical Area and to the Harbor, by completing a system of bicycle and pedestrian paths that also link to the Southwest Corridor Park and bicycle path and the Melnea Cass Boulevard bicycle path.

B – Improve the transition between the growing Northeastern University campus and the adjacent residential neighborhood. Utilize streetscape design elements including lighting, planting, signage and paving materials, in coordination with the implementation of design guidelines for both commercial and residential development that enhance the public realm particularly at the pedestrian level.

C – Within the framework of the Boston Transportation Department's citywide plan, explore options to improve the pedestrian environment on Tremont Street from Melnea Cass Boulevard to New Dudley Street and on Columbus Avenue from New Dudley Street to Jackson Square and from Jackson Square to Egleston Square.
On street parking, bulb outs and other traffic calming measures should be explored. Pedestrian-scaled lighting and generous tree planting are urban design devices that should be used to emphasize the importance of these streets for pedestrians and to signal to drivers to modulate their speed.

A "spur" of the Southwest Corridor bicycle path should be added to Columbus Avenue between Jackson Square and Egleston Square and linked with similar improvements along Seaver Street to improve bicycle and pedestrian access to Franklin Park.

D – Extend the Dudley Square Main Streets program from Melnea Cass Boulevard to Massachusetts Avenue, in coordination with the Silver Line streetscape improvements.

E – The intersection of Melnea Cass Boulevard and Washington Street is a principal gateway to the Dudley Square business district. The parcels that make up the four corners of this vital intersection should rein-force its importance. Consequently, guidelines for the developable parcels at this intersection should allow for significant height (as many as six stories), and active ground floor uses with substantial transparency. To the extent possible, doors and entries should offer primary access from either Melnea Cass Boulevard or Washington Street. Scale and massing should be complementary to buildings in the Eustis Street Historic District. The southeast corner is a logical location for a visitor center to celebrate Roxbury's history and to perhaps provide a central meeting place to host community-wide meetings and forums not unlike the way in which Faneuil Hall functions.

E1 – The intersection of Melnea Cass Boulevard with Massachusetts Avenue, Southampton Street and the Southeast Expressway is a principal gateway to the entire Roxbury community. Development proposed at this corner such as the Crosstown Center should be designed to emphasize its importance. Additionally, the design of the pedestrian environment here should be safe and inviting. Crosswalks, paving materials, lighting, signage, landscaping and public art should be designed and coordinated to make this a unique and attractive entrance to Roxbury and to Boston.

F – Streetscape improvements should be implemented on Massachusetts Avenue between Melnea Cass Boulevard and the Midlands rail underpass and beyond to reinforce the status of the Newmarket area as a competitive, urban industrial location.

G – Upgrade the businesses within the Newmarket area, particularly where they transition to residential areas along Hampden Street. The internal road system should be studied to better accommodate truck movements and servicing while minimizing the impacts of trucks on the adjacent residential streets. A Hampden Street transitional district should be implemented through reparcellization, changes in use and stricter guidelines concerning open storage, odors, noise, hours of operation, etc.

H – Hampden Street between Dudley Street and Melnea Cass Boulevard, along with Blue Hill Avenue are well-used routes to the Southeast Expressway, the South End and other downtown locations. The streetscape and general pedestrian environment in this area needs substantial improvement. In addition, there are vacant parcels and underutilized buildings on Hampden Street that might lend themselves for development as live / work lofts.

I – Streetscape improvements and landscaping, along with façade improvements, unobtrusive building and site lighting and screened storage areas, will improve the relationship between industrial properties and the adjacent residential neighborhood.

J – The Nawn Factory building which is included in the Eustis Street Architectural Conservation District and related parcels should be combined into a complementary development proposal to anchor the southeast corner of the gateway to Dudley Square. Development would require the consolidation of ownership between the state and city.

K – Dudley Square is the business and cultural hub of the Roxbury community. Public sector capital improvements and building and zoning requirements should incorporate recommendations from the Dudley Square Transportation and Air Quality Study and the Department of Neighborhood Development's Dudley Square Municipal Center Study. The improvements and requirements should be periodically reviewed to support the efforts of the Dudley Square Merchants Association, the Main Streets Program, the Madison Park Community Development Corporation, residents and other stakeholders actively involved in the re-naissance of this important citywide destination.

L – The scale of New Dudley Street between Roxbury Crossing (Columbus Avenue) and Warren Street is not pedestrian-friendly. Landscaping and streetscape improvements including street trees and lower scaled lighting, on street parking and bulb outs at pedestrian crossings should be utilized to slow down vehicle speeds and make this area more inviting to the growing numbers of pedestrians in the Dudley Square area. The streetscape in front of the police station and the library should be redesigned to discourage parking on the sidewalks and to replace outdated seating, planters and streetlights.

M – Because of its central location within the Roxbury community and the width of the existing right-of-way, Warren Street is the preferred location for the future extension of the Silver Line and should be designated as a Transit Priority Corridor.

N - Continue improvements to the streetscape on Washington Street that acknowledge its increasingly residential character.

O – Martin Luther King Boulevard, originally designed as a connector to the unbuilt Southwest Expressway, is over-scaled for its current function. It should be downscaled perhaps to accommodate a widened plant-ing median similar to, if not quite as broad as, the Commonwealth Avenue Mall.

P – Reinforce established neighborhood commercial centers throughout Roxbury. Encourage housing and offices over ground floor commercial and retail uses. Increase densities where proximity to transit makes non-automobile access a viable choice. Implement parking strategies that provide only that which is needed to reasonably support local business and residential uses. Through aggressive ticketing and towing programs, discourage commuter and non-resident long-term parking.

Q – Implement a clearly marked pedestrian link between Franklin Park, the Museum of the National Center for Afro-American Artists and Malcolm X Park. Pedestrian scaled lighting, pavement treatment and benches should be used along with signage that calls out significant locations to clearly define this pedestrian corridor. Similar paths should eventually be defined throughout Roxbury and ultimately linked to create a "Freedom Trail" like experience.

R – Improve and enhance the pedestrian link between the re-emergent Grove Hall commercial district and nearby Franklin Park to increase the synergy between these two distinctive destination points.

S – Clarify and improve pedestrian access to Franklin Park through more pedestrian friendly street crossings and better lighting of the actual entry points to the park paths. At Humboldt Avenue, the former trolley turn-around area is an ideal location to develop an entry that emphasizes Franklin Park's symbiotic relationship with Roxbury's African-American community that while being faithful to its historic context as a required by its Boston Landmark designation.

Seaver Street should be reconfigured to allow for safer pedestrian crossings and improved bicycle access. On-street parking should also be allowed at least during off peak hours.

T – Explore the potential for a defined pedestrian and bicycle link from the Southwest Corridor Park to Franklin Park. Recommendation

U – Along the Midlands embankment, explore the design of a landscaped buffer between the railroad right-of-way and the adjacent residential properties.

V – Strengthen the link between the Uphams Corner commercial district and Roxbury along Dudley Street. Extend the Main Streets Program between Uphams Corner and the blocks on both sides of the Midlands commuter rail stop. Designate the parcels and buildings around the commuter rail stop for Transit-Oriented Development.

W – Return Columbia Road to its "boulevard" status as part of the original Olmsted Emerald Necklace Plan.

X – Visually define the limits of the Newmarket industrial area. Study and modify as necessary the parcellization and circulation system to position the businesses in the district to operate more efficiently and adapt to future land use changes.

Community-Wide Housing Design Guidelines

Renovations to current structures and future housing designed and built in Roxbury should meet rigorous architecture and urban design standards. Through careful attention to site planning, massing and materials any new housing should strive to complement and enhance the current housing stock, much of it historically significant.

Design guidelines are an essential implementation tool. When carefully crafted, they communicate a neighborhood's vision for its future. They can be incorporated into Requests for Proposals, used as a basis for evaluating variance requests and serve as a guide for both major and minor private building activity. There are identifiable sub-neighborhoods in Roxbury, with streets that range in character from winding hillside lanes with single family houses, to wide boulevards with substantial multi-story apartment buildings and mixed-use structures. No one set of housing design guidelines could possibly work for all of Roxbury's sub-neighborhoods, or even for every street within a given neighborhood. The guidelines must, therefore, be multi-faceted, and allow for some flexibility on a case-by-case basis.

Existing Street Types

Roxbury was originally a "streetcar suburb" and its streets reflect a web of commercial streetcar streets infilled with a mosaic of residential streets. Streetcar streets typically were lined with one-story commercial buildings and multi-story apartment blocks. Examples of such streets are Blue Hill Avenue and Washington Street. Two boulevards built in recent years, Martin Luther King and Melnea Cass, are examples of streets that might lend themselves to the building of larger structures than would be more appropriate for most internal residential streets.

Livability

There have been many lifestyle changes since Roxbury's early development such as two-career couples and greater dependence on automobiles resulting in increased traffic and demands for parking. Design guidelines for new housing types should respect the historic context while still responding to these new challenges.

New Housing

New residential development will occur in many forms: (1) existing residential structures that will be rehabbed;(2)new housing on vacant lots in existing residential areas; (3)adaptive reuse of existing non-residential buildings; and (4)new housing in mixed-use areas with currently limited or no significant amounts of residential uses.

Reuse of existing housing offers opportunities to preserve and enhance the neighborhood. Generally, the *Secretary of the Interior's Standards for Rehabilitation* suggests an approach that respects the character of an historic house.

Adaptive reuse of non-residential buildings and construction of new housing in mixed-use or non-residential areas potentially offer the most freedom in design, but design proposals should be subject to the scrutiny of established neighborhood organizations, if only in an advisory role.

PRINCIPLES

The following basic principles will apply to all housing in all sub-neighborhoods:

- All new and renovated housing should reinforce the richness and diversity of Roxbury's current housing.
- New building types should be compatible with the predominant character of the existing housing in the sub-neighborhood.
- New construction should respond to existing topography and retain natural features, such as rock outcroppings and large trees.
- Appropriate housing density for each sub-neighborhood should be determined based on historical densities, land use and context. Traffic generation and the availability of public transportation are also factors to be considered when determining density thresholds and appropriate parking ratios.
- Open space and landscape treatment should be a consideration when evaluating design proposals.
- Whenever possible, housing units should be oriented to the street and have the option of a street address at the ground level.
- To encourage neighborhood security, units should be oriented to allow for surveillance of the street and other public and semi-public spaces.
- Access and parking should be accommodated so that the automobile, while conveniently situated, does not dominate the site.
- There should be no difference in appearance between subsidized and market rate units.

PROCESS

Housing design guidelines should be organized by sub-neighborhoods and street types and with substantial community input. It is anticipated that there will be specific guidelines for each sub-neighborhood and street type. It is estimated that there will be an average of six street types per sub-neighborhood. Most types will occur in all sub-neighborhoods. Using general urban design guidelines as a point of departure, neighborhood organizations should adopt guidelines that reflect the unique characteristics of their streets and blocks. The guidelines should not restrict new development to literally replicating existing housing styles. There should be room for fresh interpretations of architectural themes that allow for innovations in form and materials and to accommodate contemporary lifestyles.

The process of developing guidelines at the sub-neighborhood level should include the following basic steps:

1. Identify basic street types.
The type will be determined by numerous factors:
• Configuration – straight or curved, wide or narrow
• Terrain – hilly or flat, rock outcroppings
• Typical parcel size
• Typical housing type(s)
2.Articulate shared neighborhood goals for each street type.
Such goals might include, but not be limited to, the following:
• Reinforcement of the existing character
• Introduction of a complementary development pattern
• Complete transformation of the streetscape

The reinforcement of existing patterns might be appropriate for a very attractive street with few gaps in development. More contemporary, but complementary, design typologies might be called for where opportunities for new development exist but the existing building typologies do not meet present day standards of livability. A more aggressive transformation might also be appropriate for:

a) areas with numerous vacant lots
b) areas designated for Transit-Oriented Development
c) areas where buildings were constructed that were out of scale with the predominant pattern of other housing on the block or in the neighborhood (for example some multi-family housing projects created super blocks and disrupted historic patterns of scale and density).

3. Identify appropriate housing type(s). In most cases, the appropriate housing type for each street type will be similar in basic massing and materials to existing housing types found in the neighborhood. In some cases, housing types found in other parts of Roxbury or elsewhere in the city might also be appropriate new construction typologies. With the condition that the dominant pattern of siting and massing of the existing structures in the neighborhood are respected, new design ideas should also be encouraged, particularly outside of designated historic districts or in areas of the community that were not traditionally locations for residences.
4. Identify essential elements of housing type(s). Guidelines should primarily address key design elements, as opposed to those that could be modified or omitted without compromising the overall effect. For example, the guidelines should be clear about preferences for issues such as pitched or flat roofs, a minimum or maximum number of stories, the inclusion of porches, or an acceptable palette of materials.

5. Identify appropriate site configuration(s)for housing type(s). In most cases, historical patterns of housing development cannot adequately accommodate off-street parking. Off-street parking to meet contemporary market demands often requires a non-historical relationship between structures and the lots on which they are sited. An advantage of aggregating and simultaneously developing multiple parcels is that it offers

opportunities for combining parking in interior parking courts, allowing for better streetscape continuity.

Housing Design Guidelines Checklist

The following annotated outline can serve as a useful checklist of issues to be considered in the articulation of housing design guidelines for development in Roxbury's sub-neighborhoods.

1.Massing

• Building Envelope
-Height
-Frontage
-Orientation
• Placement on Parcel
-Front yard setback
-Side yard setback
-Relation to existing natural features (steep slopes, rock outcroppings, large trees)
-Accommodations for natural light and air for proposed and existing buildings.
• Relationship to pattern of adjacent buildings

Many historic single family houses in Roxbury are much too large for modern day families. In order to respect the historic development pattern on a street lined with large, old houses, it may be desirable to design new structures that combine several units in one building that, at first glance, looks like one large, single-family house. This approach to new construction and the adaptive re-use of existing buildings makes for a more compatible massing relationship on blocks where larger Victorian-era structures predominate.

2.Open Space

• Public/Private Open Space
-Clear definition of public and private realm
-Entrance – location and orientation
-Views from private to public space (for surveillance and security)
• Assigned private outdoor space for each unit
• Enclosure (wall, fence, hedge – height))
-Visual separation between neighbors
-Sound control
• Trees (type, placement on site)
• Lighting (porches, entrances)

Responsibility for public and semi-public space should be clearly defined.
In general, front entrances should be visible from the public way. The front yard and front porch should be placed where passersby and neighbors can see and talk to the unit owners. In apartment houses, balconies often serve as the primary outdoor space. Balconies should be designed to provide a reasonable amount of privacy so that occupants do not feel as if they are sitting on a stage. When possible, front porches and balconies should be large enough to accommodate a conversation group.

3. Driveways, Parking, Service

• Minimum number of off-street spaces per unit
-Curb cuts
-Maximum width
-Minimum spacing
• Surface Parking
-Location
-Visibility from street
-Maximum area
-Preservation of front yards
• Individual Garages
-Location in relation to building façade(s)
-Maximum width of garage door(s)
• Structured Parking
-Maximum percentage of street façade devoted to structured parking
-Structured parking at sidewalk (allowed?)
• Service
-Visibility from street
-Location in relation to building façade(s)
• Security
-Surveillance
-Lighting
Houses with double garage doors protruding toward the sidewalk, sometimes referred to as "snout houses," are not appropriate for active, pedestrian-oriented urban neighborhoods. If a garage must face the street, its doors should be located in a plane behind the plane of the front façade. When feasible, large amounts of parking should occur in structures or be accommodated below grade in dense, urban residential neighborhoods. Whenever possible, large areas of surface parking should be placed behind an apartment house and be generously landscaped. Driveways and landscaped open parking areas can foster socialization in the same way that front porches can Structured parking should never front directly on a public way. Parking areas should be open to view and well lit. Care should be taken, however, that light does not spill over into adjacent residences.

Wherever possible, garage structures should be detached from the house and situated to the side and rear of the property.

4. Articulation
• Height (maximum, minimum)
• Roof type (flat, gable, hip, Mansard, gambrel)
• Configuration (simple block, irregular form)
• Length of street façade (preferred, maximum)
Unless existing buildings are oppressively high or inappropriately low for the scale of the street, it is advisable for new building heights to match existing heights. A variety of roof types can result in a more interesting streetscape than when all roofs are identical. Varied building articulation is also desirable. The length of the street façade is a critical issue. A developer owning several contiguous parcels could construct one long building,

potentially destroying the existing rhythm of single family house facades. The existing rhythm could be maintained, even in a long building, by providing projecting elements of the same width and height as existing houses. Housing (and other buildings)on boulevards should be relatively massive, with strong façades set back from the street. They should be generously landscaped.

5.Architectural Features
- Porches, stoops, balconies
- Bay windows
- Dormers

Architectural features provide human scale and individuality. The particular form and style of the features is not as important as that they not appear skimpy .If sensitively designed, the architectural features of contemporary style housing can be as successful as those of traditional style housing.

6.Fenestration
- Windows (type, sizes, spacing)
- Entrance doors

The size and spacing of windows and doors communicate a building's use. It should be evident from its fenestration that a building is housing, even when it is a large apartment building.

7.Materials, Details, Colors
- Cladding appropriate to period or style
- Details
- Color palette
- Durability

Materials should be of good quality and detailed to minimize the effects of weather and intense use.

As styles and periods of architecture changed over time, paint colors also changed. While paint colors area matter of personal preference, some general guidelines can be stated. Muted or earthen medium to dark tones are appropriate for Victorian-era structures and lighter tones are appropriate for the pre-Victorian and Classical Revival buildings.

In summary once design and development guidelines have been established with the input of each sub-neighborhood, they should be incorporated into Requests for Proposals sent out to developers and homebuilders. Neighborhood associations and community development corporations located in Roxbury should be actively involved in the drafting of reasonable design guidelines and criteria and should evaluate development proposals for consistency with those guidelines before developers are selected. Once a developer selection is made, interested community stakeholders have an opportunity to review proposed designs at appropriate intervals during the BRA's development review process.

The Crosstown Corridor: A Focus Area

Within the overall context of the Roxbury Strategic Master Plan, the Crosstown Corridor has been identified for more in-depth study as it represents high priority issues and is illustrative of unique opportunities.

~~For the purposes of the special focus area study, the~~ The Crosstown Corridor is defined as the buildings, adjacent parcels and streetscape on either side of Melnea Cass Boulevard from its intersection with Massachusetts Avenue to its intersection with Columbus Avenue. It also addresses the section of Tremont Street from Melnea Cass to New Dudley Street at Roxbury Crossing. The Crosstown Corridor is one of the most significant development opportunities within the boundaries of the Roxbury Strategic Master Plan. It is a major entrance to the city via the Southeast Expressway and it includes numerous parcels and buildings with substantial development potential. Melnea Cass Boulevard provides important vehicular and transit connections between the Southeast Expressway, the Newmarket Industrial area and the Boston University Medical Center to the east; the Dudley Square Business district in the heart of Roxbury; and Northeastern University, BRA development Parcel P-3 (across the street from the Boston Police Headquarters) and the Longwood Medical Area to the west. However, the number of unsightly vacant parcels, the high volume of traffic, and the current use, design and functional organization of some of the existing buildings result in the Crosstown Corridor functioning as a "barrier" between lower Roxbury and the rest of the Roxbury neighborhood.

Economic development, whether in the form of jobs created, entrepreneurial opportunities or new building activity, is a high priority for Roxbury residents. Within the study area, the most substantial opportunities to stimulate economic development fall within a linear swath of parcels and buildings along Melnea Cass Boulevard collectively referred to as the Crosstown Corridor.

Over the course of the study, a number of meetings were held with the Working Group specifically to discuss the Crosstown Corridor. The goal was to arrive at a general consensus around what the overall development emphasis for the Corridor should be and more specifically, what would be the preferred uses for the publicly owned parcels. The discussions also addressed several transportation issues including the ultimate configuration of Melnea Cass Boulevard in order to accommodate an inviting, high quality pedestrian environment; bicycle paths; on-street parking and a satisfactory alignment for the proposed Urban Ring service.

While the Plan acknowledges that the city can exert the greatest amount of control over those parcels that are publicly owned, the ultimate objective is to create a dynamic physical and economic environment in the Crosstown Corridor that will encourage current private property owners to invest in the enhancement and re-positioning of their holdings. Consequently, the Plan not only addresses expectations for the use of the public

properties, it also articulates a comprehensive vision for the entire corridor, consistent with the overarching goals and objectives of the Roxbury Strategic Master Plan.

Crosstown Corridor Principles

Based on the community-wide public meetings, workshops and Community Working Group meetings, the following principles and guidelines emerged:

- The Crosstown Corridor should function more as a "seam" uniting upper and lower Roxbury
- The eastern half of the boulevard between Massachusetts Avenue and Washington Street should be developed more for non-residential, job-generating uses. Existing industrial and commercial buildings should be adaptively re-used and appropriately sized vacant parcels should be designed to fully leverage their potential to increase the number of sustainable, well-paying jobs in Roxbury.
- The portion of Melnea Cass Boulevard west of Washington Street, should be developed with more of an emphasis on the re-knitting of the neighborhoods on either side of it. Residential and/or mixed-use development should be considered here. The Crosstown Corridor should be developed in a manner that takes full advantage of its strategic geographic location and exceptional transportation access within the city and the metropolitan region.
- Development of the public parcels should focus on uses that generate a range of quality, "sustainable" jobs that offer a living wage and opportunities for advancement, including appropriate training programs that maximize Roxbury residents' access to those jobs. Some of these parcels may also be appropriate for mixed uses, including housing. Ground floor uses should primarily be non-residential and include retail and public-oriented uses that also generate jobs and offer opportunities for entrepreneurship and local ownership.
- Melnea Cass Boulevard should be made more inviting for pedestrians in order to help reduce the perception (and physical reality) of a divide between upper and lower Roxbury.
- Requests for proposals should take full advantage of Transit-Oriented Development principles to allow for greater development density but lower parking ratios, thereby minimizing traffic impacts.

Parcel Development Program

In March 2002, The MBTA,MDFA, State of Massachusetts, BRA, and City of Boston signed a Memorandum of Agreement (MOA) regarding the disposition of surplus state-owned parcels and MBTA-owned surplus land in and around the Roxbury neighborhood, with a concentration in the Crosstown Corridor and Dudley Square area. The purpose of the MOA is to provide for a disposition process for state-owned and MBTA-owned parcels in this area that is consistent with the city, MBTA and state agencies' respective statutory and land disposition processes and facilitates the development of surplus state-owned and MBTA-owned parcels within the context of the Roxbury Strategic Master Plan. The state (subject to the surplus property disposition provisions of

M.G.L. Chapter 7, Sections 40E through 40J, inclusive, and other applicable laws) and the MBTA (subject to the statutory requirements stipulated in M.G.L. Chapter 161A, Section (5)), have agreed that to the extent allowed under law their parcels will be disposed of in accordance with the community based disposition process for City owned land as described above. Pursuant to the MOA, the BRA has been designated as the primary disposition agent for eleven parcels of land owned by the state or the MBTA identified as being subject to this MOA. In the future, other state-owned and MBTA-owned parcels may be added to the list of those stipulated in the MOA and upon agreement of the Parties subject to the MOA.

Although the Roxbury Strategic Master Plan includes general design guidelines and preferred land use options for the publicly-owned parcels, innovative proposals that are consistent with the spirit of the Plan should also be entertained. It is the responsibility of the proposer when responding to a Request for Proposals in the Crosstown Corridor to establish that their project meets the objectives of the Plan consistent with details in Appendix C. The criteria for evaluating development proposals in the Crosstown Corridor should include but not be limited to the following:

- Consistency with the general goals of the Roxbury Strategic Master Plan
- The number of short-term and sustainable long-term jobs generated
- The percentage of jobs and/or training opportunities that facilitate the hiring of Roxbury residents at all levels
- The level of job skills required for employment
- Local ownership potential
- Infrastructure requirements
- Traffic generation and parking needs
- Active ground floor uses
- Environmental "best practices" and impacts
- Level of public subsidy required
- Timing for implementation
- Consistency with the Plan's architectural and urban design guidelines

General Crosstown Urban Design Guidelines

Melnea Cass Boulevard

The pedestrian environment on Melnea Cass Boulevard and the intersecting streets should be made more inviting. While it will continue to provide Crosstown regional connections, its layout should take on more of the characteristics of a true boulevard. Appropriate urban design interventions may include the following:

- Wider sidewalks, neckdowns and crosswalks at key streets
- Regularly spaced trees and light standards defining the boulevard
- Lower scaled, pedestrian oriented (ornamental) lighting and banners
- A planted median
- Wherever possible, building entries oriented onto Melnea Cass Boulevard

- Service entries limited to side streets and the rear of new development parcels as opposed to curb cuts and direct access onto the Boulevard
- Building setbacks for new and renovated buildings should reinforce the street wall along Melnea Cass Boulevard. Surface and structured parking should generally be discouraged directly on the Boulevard, but at the very least, surface parking should be buffered with attractive fencing and generous landscaping. Structured parking on the Boulevard should be required to include active ground floor uses. Melnea Cass Boulevard must be multimodal and any reconstruction must incorporate both transit and bicycle facilities into its design. The Urban Ring and South Bay Harbor Trail projects will each enhance the character and contribute to the importance of Melnea Cass Boulevard. In addition to the path for the South Bay Harbor Trail, the roadway cross-section should provide sufficient width for bicycles to travel, without occupying an entire travel lane. Paths adjacent to roadways do not meet the requirements for roadway bicycle accommodation. Paths are often unsuitable for nighttime or winter use or for riding at speeds typical of adult bicycle commuters or fitness riders.

The Urban Ring

In the current thinking of the Urban Ring project, Melnea Cass Boulevard will become a Bus Rapid Transit (BRT) corridor. The layout of the BRT lanes will be developed as part of the ongoing environmental re-view process. As the project moves forward, it may become the key financial vehicle for the reconstruction of the street. The City's role will include ensuring that the design of the BRT lanes is consistent with the goals and urban design guidelines in the Crosstown Corridor Focus Area for Melnea Cass Boulevard and integrated with the guidelines for development parcels in the Corridor. Urban design guidelines for the Urban Ring project include the following:

- Provide wide sidewalks and minimize the length of pedestrian crosswalks across Melnea Cass Boulevard.
- Specify design elements that are compatible with the desired image of Melnea Cass as a tree-lined boulevard.
- Provide stops that have the visual presence and character of stations, similar in concept to those of the Silver Line BRT service. Above all, the new stations should provide a safe, visually distinctive and attractive environment for waiting transit patrons.
- Urban Ring Bus Rapid Transit service in the Crosstown Corridor can be implemented in one of several ways: buses in mixed traffic; buses in exclusive lanes, one or two way busways on either side of Melnea Cass Boulevard; and center median busway with centre median stations. One of the trade offs of the last opinion is that it virtually eliminates the possibility of incorporation BRT Stations into the ground floor of new development along the corridor, though it certainly has other benefits.
    - The location and treatment of stations should complement the development objectives for the Crosstown Corridor. As an example, in cases where station locations are directly proximate to new developments, consideration should be given to design concepts that integrate the stations within the ground floor of the new development.

- New development should take into account future Urban Ring Phase 3 rail tunnel alignment and underground stations that are identifies in the Urban Ring Major Investment Study (MIS) document.

Hampden Street

Hampden Street and Blue Hill Avenue together form an important citywide arterial. The visual quality of Hampden Street should be upgraded to be consistent with the level of design afforded the re-emerging Blue Hill Avenue, Melnea Cass Boulevard and Massachusetts Avenue.

- Improve the visual character of Hampden Street. Widen sidewalks, introduce pedestrian-scaled lighting; add planting.
- Explore the redevelopment of vacant and underutilized industrial properties on both sides of Hampden Street for mixed use or conversion to loft style housing. The development of buffer zones between residential and industrial areas should be analyzed in more detail to guarantee the preservation of industrial land. Industrial businesses provide high quality jobs to local residents. Following the Back Streets guidelines for balancing industrial and residential land use should be followed.
- Explore the possibility of pedestrian entrances onto Hampden Street and the use of showroom windows, awnings, graphics, fencing and building lighting as a way of animating the street and making a transition from the scale of the industrial streets in the Newmarket area to the residential streets to the south and west. Also whenever possible, avoid locating loading docks and storage areas directly adjacent to residential properties. If that is impractical, provide visual screening with landscaping and fencing.

South Bay Harbor Trail

The recent clean up of Boston Harbor and the creation of the Boston Harbor Islands National Park has prompted renewed interest in the Boston Harbor. The South Bay Harbor Trail Coalition, a partnership with Save the Harbor/Save the Bay, resident and community groups, property owners, real estate developers and the city of Boston, is working to create a new pedestrian and bicycle corridor linking Boston's neighborhoods to the city's waterfront. The Trail will connect the Southwest Corridor bike path at Ruggles to the South Boston Waterfront via Melnea Cass Boulevard and the Fort Point area. The goals of the Harbor Trail are to provide a path and recreation corridor serving a variety of users including pedestrians, joggers and bicyclists of all ages and abilities and to offer convenient and safe access for local destinations within Roxbury as well. The benefits of the Harbor Trail for Roxbury and the city in general are many, including:

- Increased access for Roxbury residents to Boston Harbor, Harbor Islands National Park and the emerging South Boston Waterfront.
- Enhanced access to cultural and recreational facilities including the Children's Museum, Institute of Contemporary Art and green spaces such as Rotch Park and Ramsey Park.
- An alternative way for commuters to bike, walk, run, or skate from home to work, thereby decreasing the volume of traffic.

Site Specific Crosstown Urban Design Guidelines

The Crosstown Center development project **[A]** and the parcel opposite **[B]** it on the southeast corner collectively form the symbolic gateway into Roxbury (and the Newmarket District). The design of Crosstown~~Cross-town~~ Center should acknowledge that important role in its massing and the animation of the Massachusetts Avenue and Melnea Cass Boulevard facades. Eventually the current uses on the parcel opposite Crosstown Center and next to the Best Western Round-house, a converted former gas holder (it was one of many of such tanks in the 19th century when gas was used for lighting) may likely be replaced by assembling a larger parcel. The design of any structure on this site should have a principal entrance on either Melnea Cass Boulevard or Massachusetts Avenue, if not both. To the extent possible, the building should have some transparency at that corner as well. In the interim, the remnant parcel at the corner is an opportunity to build a symbolic structure and/or landscape that could be a unique and artistic element announcing entry into Roxbury.

Consider sites such as the parking lot for the new Orchard Park School **[D]** as potential long-term economic development opportunities when combined with adjacent parcels.

Existing buildings adjacent to Melnea Cass Boulevard such as Harrison Supply **[E]** should be encouraged to renovate and reconfigure their current layouts in order to take advantage of a scaled down, more pedestrian-friendly Melnea Cass Boulevard, with the possibility of curbside parking. Locating a visually transparent show room directly on Melnea Cass Boulevard, for example, would be a way to improve the visibility of such businesses to traffic and pedestrians. The redesign of the Harrison Supply Building should also include improving the existing Harrison Avenue facades. Harrison Avenue is an important linking street to the Dudley Square business district.

Parking structures which front on streets with high pedestrian volumes such as Melnea Cass Boulevard, Harrison Avenue, etc. should provide for commercial uses at the ground level.

Boston Water & Sewer Commission (BWSC) Parcels
Several parcels owned by the BWSC **[F]** are currently being used for surface parking. Ultimately, these parcels should be used for more active economic development, such as an office park complex or a research and development campus. The surface parking could be consolidated into a structure, preferably internalized on Reed and Thorndike streets, in order that more active pedestrian oriented uses face onto Harrison Avenue. Alternatively, if desired by the community, more housing could be accommodated on these blocks in the form of townhouses/rowhouses, three to four stories in height with common parking in the rear. The ground floor along Harrison Avenue could be retail/commercial, similar in scale to that found along Tremont Street in the South End. BWSC's parking garage could be located across the street, with commercial on the ground floor facing Harrison Avenue.

The Washington Street Gateway Parcels

The intersection of Melnea Cass Boulevard and Washington Street is an important and symbolic link between the Dudley Square business district, lower Roxbury and the South End. It is also a significant transit transfer point between the Silver Line and the Urban Ring BRT service. As such, buildings (or open spaces) developed on each of the four corners **[G]** should respond architecturally through scale, form, landscaping and special site and building lighting opportunities. Consistent with guidelines established in the Eustis Street Historic District. In scale, design and ground floor use, these developments should reflect Transit-Oriented Development principles.

- The school bus parking facility at the northeast corner of Washington Street and Melnea Cass Boulevard might lend itself to adaptive re-use for high-tech or light manufacturing and assembly. The current structure could be expanded with an addition that would re-establish "street walls" at both Washington Street and Melnea Cass Boulevard. Given the prominence of this corner, its architecture should be visually dynamic and transparent. • Parcel 10, on the southwest corner, combined with the Tropical Foods Building, offers an excellent opportunity to develop a signature building that trumpets to return to vitality of Dudley Square.
- Like other parcels for new development along Melnea Cass Boulevard, the buildings should reinforce the street wall by minimizing setbacks and prohibiting or substantially limiting surface parking. Consideration should be given physically to incorporating Urban Ring and Silver Line stations into the design of new structures proposed for these sites.
- Because of the prominence of Parcel 10, a multi-story building or buildings would be encouraged (no less than three stories). The Washington Street façade treatment is equally important and the design of both the Melnea Cass Boulevard and Washington Street facades should be richly articulated to encourage pedestrian activity. Multiple pedestrian entries are preferred on both streets. Uses on Parcel 10 might vary from retail and office use to mixed use, including residential over commercial.
- At Shawmut Avenue, care should be taken in scale, massing and the accommodation of vehicular and service access, to be compatible with the more residential scale and character of Shawmut Avenue in this location.
- Parcel 9, on the northwest corner, might lend itself to similar uses to those on Parcel 10. However, given its direct proximity to Jim Rice Field, multi-family housing or perhaps an institutional use might be preferred. Mixed use is also an option, however. In any scenario, height and presence along Melnea Cass Boulevard is desirable. Other structures in the immediate vicinity are six stories or more. The Melnea Cass Boulevard and Washington Street corner of Parcel 9 should have a signature use on the ground floor, such as an art gallery, cafe or commercial use.

Edge Parcels

On the section of Melnea Cass Boulevard between Shawmut Avenue and Columbus Avenue **[H]** development opportunities are more limited. However, substantial visual improvements can be implemented here with landscape treatment, lighting and articulation of the bike path. Landscaping and curbside parking could make traversing this area more appealing to pedestrians. Future development of remaining Madison Park

Village parcels should be oriented to a friendlier, more pedestrian-oriented Melnea Cass Boulevard on which persons might easily walk between Dudley Square, Parcel 18 and even Parcel 3. Consequently, consideration should be given to the design of buildings there whose entries and front yards are accessed from sidewalks and curbside parking along Melnea Cass Boulevard.

Intersection of Melnea Cass Boulevard, Tremont Street and Columbus Avenue
The intersection of Melnea Cass Boulevard, Tremont Street and Columbus Avenue **[I]** is a prominent location in Roxbury. The development of the remaining parcels in this area should take full advantage of Transit-Oriented Development strategies. The geometry of the intersection at Melnea Cass Boulevard and Tremont Street should be reconsidered in order to encourage greater pedestrian activity. Downscaling Tremont Street to New Dudley Street and Columbus Avenue beyond should be seriously considered. The parcel **[J]** at the southeast corner of the intersection should be multi-storied to anchor this important corner. Any structure proposed for that site should include a design transition where the building would interface with the lower scale of Madison Park Village. A building on this site could also serve as a transition in scale from the taller Northeastern University Buildings on Parcel 18 to the west and the Madison Park townhouses to the east.

Parcel 18
Northeastern University is encouraged to continue its phased development of this site **[K]**. It is an excel-lent model of a Transit-Oriented Development and as such, high-density development proposals with limited parking are recommended for the remaining sites. Lively, pedestrian friendly uses should occur on the ground floors.

Parcel P-3

Parcel P-3 [L] is a substantial development parcel with many possibilities. It is one of the largest parcels in the Crosstown Corridor with approximately seven acres of land and an existing building that formerly housed the Whittier Street Health Center. If fully built out, it can be an important and active link between the Reggie Lewis track facility, Ruggles Station, Parcel 18, and other newer developments in Lower Roxbury along Tremont Street. Because of its scale and prominence and widespread interest in the future development of this site, it has been studied in more detail in the following paragraphs.

Parcel P-3 at approximately seven acres is the largest continuous development parcel in the Crosstown Corridor and one of the largest development opportunities in the planning study area. Its close proximity to the Ruggles Street MBTA rapid transit and commuter rail stop makes it an ideal location to implement Transit-Oriented Development principles. There is already considerable interest in developing Parcel P-3 and this will be one of the first opportunities to generate a Request for Qualifications and proposals that will be guided by the goals and objectives of the Roxbury Strategic Master Plan. Although there is not consensus around the specific uses to be developed on Parcel P-3, it

is generally agreed that it should be a mix of uses including residential (with an affordable component), retail and commercial uses that would serve the Roxbury community and beyond, and some office uses as an employment generator. Through the RFP process it is anticipated that creative ideas for cultural or entertainment uses might also emerge. Because of this site's close proximity to Ruggles Station and the substantial scale and density of the nearby Whittier Street housing project, the Police Headquarters Building, the Renaissance Park Office Building, the parking garage on Parcel 18 and the Madison Park and John D. O'Bryant High Schools, this site could and should accommodate high-density development. The important caveat is that off-street parking be kept at a minimum.

Parcel P-3 Urban Design Guidelines

- Buildings proposed for the site should be oriented to reinforce the Tremont Street "street wall." EXPAND ON WHAT IS MEANT BE STREET WALL – SHOULD NOT BE INACTIVE SPACES, FOR EXAMPLE
- Ground floor uses along Tremont Street should be lively and pedestrian-friendly with frequent public entrances.
- Wherever possible, ground commercial, retail and cultural uses should be visually transparent in order to heighten the quality of the pedestrian experience and place more "eyes on the street."
- Where appropriate, the massing and setbacks of the proposed buildings should allow for seasonal use of the sidewalks for outdoor dining continuing that successful pattern along Tremont Street and Columbus Avenue in the South End and portions of lower Roxbury.
- The axial relationship between the archway of the Police Headquarters and Parcel P-3 should be considered in the massing concepts. Additionally, the possibility of a direct link between Parcel P-3 and the Madison Park playfields should be explored.
- The Ruggles Street side of Parcel P-3 directly abuts the Whittier Street Housing Project. The development concepts for Parcel P-3 should pay careful attention to the form and massing of these buildings. Care should be taken to design the interface between the two sites so that there is a compatible physical and functional relationship between them. For example, the entries to some of the Whittier Street buildings are accessed directly from Whittier Street. It would not be appropriate to place service drives, loading docks or structured parking on the Whittier Street side of the Parcel P-3. Every effort should be made to enhance Whittier Street as a pedestrian environment and a link to the remaining building on the site that formerly housed the Whittier Street Health Center should it remain in future development scenarios.

P-3 Potential Development Scenarios

The three alternative development scenarios illustrated below are intended to suggest possible massing and site organization concepts that reflect the community's goals for Parcel P-3. They are not intended to be prescriptive and it is expected that prospective developers for the Parcel P-3 will have unique and specific ideas to propose.

1. "Urban Village" Option

This option is the most aggressive in terms of residential square footage. Illustrated are several residential building typologies including a high-rise structure, a mid-rise, townhouses and a garden apartment building. At the corner of Whittier and Tremont, a mixed-use structure with ground level commercial and retail uses is shown with office space on the upper levels. The commercial space might accommodate a specialty food market. The height of this building should not exceed that of the Police Headquarters or the highest block of the existing Whittier Street Housing Project. In this option, mid-rise housing with below grade parking is illustrated further south on Tremont. Additional parking is shown at-grade throughout the site, but it is expected that the amount of parking on the site will be kept to a minimum to encourage the use of nearby commuter rail and rapid transit service at Ruggles Station. Also illustrated in this scenario is an open space corridor, on axis with the Boston Police Headquarters' en-try plaza. This offers the possibility of a visual link to the Southwest Corridor Park. From Tremont Street, this open space corridor leads to an internal "village green" edged by town homes and a high-rise apartment building. Parking for the low-rise housing could be in adjacent lots or accommodated within the design of the units. Parking for the high-rise housing in this scenario is assumed to be underground. A garden apartment building is shown on Whittier Street facing the existing housing project. This building links the new development proposed at the corner of Tremont and Whittier streets to activities in the renovated former Whittier Street Health Center.

2. "Office Park" Option

This scenario shows new office buildings with commercial and retail functions on the ground floor lining Tremont Street. It anticipates a market at P-3 for back office space or research and development space linked to nearby universities. The buildings shown are configured to have some principal entrances on Tremont Street which combined with ground floor retail and other commercial uses, will create a lively pedestrian environment. These new buildings on Tremont should ideally be similar in height to the Police Headquarters. At the corner of Tremont and Whittier Street a slightly higher "gateway" like structure is illustrated that matches the height of the higher residential blocks of the existing housing project. As in the previous scenario an open space corridor, on axis with the Boston Police Headquarters, leads to an internal courtyard around which two additional office buildings and a parking garage are sited. The parking structure is located at the rear of the site and faces the service entries and loading docks of the two high schools. It would be the central parking for all of the new buildings, in addition to providing spaces for the former health center building. Short term parking for the commercial/retail spaces are provided for along a new internal street in addition to new curbside parking proposed on Tremont Street. Locating a significant structure on Whittier Street with entries facing those of the housing project helps to energize the pedestrian environment on Whittier Street and enhance access to the redeveloped health center building.

3. "Mixed Use" Option

Although the urban village option includes a mixed-use component, the mixed-use scenario illustrated here approaches a more even balance of residential and non-residential uses. In this scheme two substantial buildings are aligned along Tremont Street. Each of these buildings would dedicate the bulk of the ground floor square footage to commercial, retail and culturally oriented uses such as galleries or perhaps facilities for cultural or non-profit organizations. As illustrated, a specialty food market (with a smaller footprint than a standard supermarket) would be included in the structure proposed for the corner of Whittier and Tremont Streets. Both of the buildings would have principal entrances from Tremont. The heights shown are similar to that of the Police Headquarters and the high schools. The buildings create a definable urban "street wall" along Tremont, but it is intended that such large structures (in all scenarios) be articulated in their massing to create visual interest, particularly at the scale of the pedestrian. Correspondingly, a plaza is introduced as a break between the two Tremont Street buildings and approximately the same point at which the entry plaza to the Police Headquarters occurs. Because of the presence of a two-story figural archway in the massing of the Headquarters building at this point, a significant break proposed between the new buildings affords a visual link to the Southwest Corridor Park. Parking for the food market and the commercial, retail, cultural and other ground floor uses would be avail-able at-grade off of a new internal street parallel to Tremont. A limited amount of office parking would be provided under one or both of the new buildings. The portion of the parcel east of the new internal street illustrated in this option is devoted exclusively to housing. A mid-rise apartment building is shown on Whittier Street in place of the former health center structure. Its height could match that of the higher blocks of the existing Whittier Street Housing Project. Single-family townhouses or duplexes are shown for the remainder of the site fronting on an internal street with a planted median. Parking is shown on-street but could also be incorporated into the design of the townhouses. In summary, each option shown assumes limited parking, generous landscaping particularly to screen unsightly edge conditions, a maximum number of principal entries onto Tremont and Whittier Streets, and a mix of land uses. Building heights and massing concepts are intended to be compatible with the adjacent Whittier Street housing project, and the buildings should be articulated to create visual interest and animation at the pedestrian level. To the extent possible, lively pedestrian friendly uses are sought for the ground floors of any non-residential buildings proposed. The principal concern of area residents will be traffic and parking impacts and it will be incumbent upon proposed developers to make clear how those issues can be addressed by taking full advantage of Transit-Oriented-Development principles.

CHAPTER IV : IMPLEMENATION AND GOVERNANCE (please see clean version)

V. ACKNOWLEDGEMENTS

Include description of three-year Master Plan process.

City of Boston Agencies

Boston Redevelopment Authority
Boston Transportation Department
Department of Neighborhood Development
Environment Department
Office of Civil Rights
Parks and Recreation Department

Consultants

Stull and Lee, Inc., Lead Consultant
M. David Lee, Juana Salazar, Deborah Galiga, Darren Braithwaite
Abt Associates, Housing
Gayle Epp, Geraldine Campos, Scott Hebert
Bevco Associates, Economic Development
Beverley Johnson
Byrne, McKinney and Associates, Market and Financial Feasibility
Pamela McKinney
The Cecil Group, Economic Development
[don't know their names]
Economics Research Associates, Economic Development
Patrick Phillips
Multisystems, Transportation
Susan Bregman
Hezekiah Pratt and Associates, Inc., Urban Design
Hezekiah Pratt
Primary Group, Economic Development
Kirk Sykes, Matthew Bluette
Tams Consultants, Transportation
David Black, Michael Burke, Sanjay Grover
Tufts University and The William Trotter Institute ~~and~~
James Jennings and Regina Rodriguez-Mitchell
~~Tufts University~~
~~James Jennings, Regina Rodriguez-Mitchell~~

*****Add Roxbury Neighborhood Council Member*

Roxbury Community Working Group

Luqman Abdur-Razzaq New Visions CDC
Zakiya Alake Project RIGHT, Inc.
Yusuf Aldul-Wali
Klare Allen ACE
Ron Ancrum AGM
Jeanette Avant
Matthew Balls Roxbury Boys and Girls Club
Lloyd Banton Ashmont Flowers Plus
Nancie Barber ACE & Hawthorne Area Assoc.
Jim Barrows
Joe Barton Restore Olmsted's Waterway
Dolly Battle
Byron Beaman Historic Neighborhoods
Sharon Bennett Alice Taylor Development
Bruce Bickerstaff Roxbury Neighborhood Council
Libby Blank Boston Water & Sewer Comm.
Bruce Bolling Massachusetts Alliance
Royal Bolling Mandella Computer Learning Ctr.
Horace Bowden
Rosè A. Brayboy
Deborah Briggs
George Brown
Laura Brown BAM Roundtable
Omar Brown Ashmont Flowers Plus
Susan Brown
Doris Bunte Center for the Study of Sport in Society
Edna Bynoe Orchard Gardens Resident Association
B. Callender Williams Street Homeowners
Kate Carpenter Citizen Schools
Shirley Carter Dorchester/Mattapan Civic Association
Phyllis Cater Whittier Street Health Center
Lesley Cayton Boston Connects, Inc.
Connie Cecil JPCN;Board, Franklin Park Coalition
Amy Chan Citizens Schools
Darren Clark Dimock Community Health Center
Cornell Coley BNN.TV
Nyvia Colon Madison Park Development Corporation
Pauline Coulter Jewish Memorial Hospital
Patricia Courtney Urban Edge/Friends of Cass Rink
Stephen Craddock St. James Educational Center
Tony Crayton Parcel 18 Task Force
Lawrence Cronin Jamaica Plain Neighborhood Council
Patrick Cusick SNAP
V. Paule Deare, American Cities Coalition
Corine Desseau
David Dickerson Elks
David L. Dickerson I.B.P.O.E.
W Charles Dickerson Elks
William Dottin Historic Neigh./First Church Roxbury
Matelda Drayton
Jeanne DuBois Dorchester Bay EDC
Sandra Dupry
Richard Evans Madison Park Development Corp.
Lucy Fazzio
Nicole Flynt DSNI
Inez Foster Boston Connects, Inc.
Evelyn Friedman-Vargas Nuestra Communidad CDC
Brenda Gadson Roxbury Multi Service Center

Ron Garry Tropical Foods
Robert George Zoo New England
Tamsen George Shirley-Eustis House
Alvin Godfrey ABCD & GHEHAG
Leslile Godfrey Humanity Inc.
Steven Godfrey Elm Hill Family Ser. Ctr.
Warren Goldstein-Gelb ACE
Katya Gorker Berwick Research Institute
Sheila Grove Washington Gateway Main Street
Lorenzo Griswold Urban Edge
Mossik Hacobian Urban Edge
George Hamm Elks
Scott Hamwey CTPS
Cecil Hansel
Lloyd Harding CRCLT-Mt. Pleasant
Vine Joyce Harper
Daniel Hart EAFA
Jose Taino Hatuey SNAP
Percy Hayles Roxbury Neighborhood Council
Richard Heath Roxbury Neighborhood Council
Julio Henriquez Roxbury Neighborhood Council
Venessa Hilaine Historic Neighborhoods
Joanne Hilferty Morgan Memorial Goodwill Industries
David Holtzman ACE
J. Horman AAA Rentals
Syvalia Hyman III UDC/Roxbury Neighborhood Council
Dennis Jackson Emmanuel Enterprises
Kerrick Johnson Madison Park Development Corp.
Danette Jones Madison Park Development Corp.
Sensie Kabba Quincy/Geneva Housing Corporation
Victor Karen RF Walsh Company, Inc.
Irene Keky
Ellen Kelly
George Kenney Community of Color Outreach
Robert Kinney
Elena Kontos
Stephany Kontos
Michael Kozu Project RIGHT, Inc.
Nina Lanegra BAM Roundtable
John Madden
Crystal Mallard
Carlos Martinez La Alianza Hispana
Douglas Mason
Pat McCalla Tufts University
Keith McDermott Reggie Lewis Track and Athletic Center
Joan Miller
Yawu Miller Bay State Banner
Matthew Mittelstadt EAF Associates
Brian Maloney Newmarket Association
Isabelle Monteirro Historic Neighborhoods
Auda Morales
Pablo More
Jean Morgan
Michael Morris
Larry Murchison
Khalid Mustafa Urban League of Eastern Mass.
Mary Natale
Jacquelyn Payne-Thompson Equal Rights League
Jeanne Pinado Madison Park Development Corp.
Joanne Pokaski Morgan Memorial Goodwill Industries
David Price Madison Park Development Corp.
Maribel Quinones Nuestra Comunidad Dev. Corp.
Linda Raine
Cornelius Reddick
Michael Reiskind
Daniel Richardson Grove Hall Safe Neighborhoods Initiative
Marlena Richardson Garrison-Trotter Neighborhood Association
Boston Neighborhood Network Facility
Lois Roach Frankel

Robinson Ginny Robinson ABCD & GHEHAG
William Rodriguez La Alianza Hispana
John Rumpler Alternatives for Community & Environment
Gareth Saunders
Eswaran Selvarajah
Diane Simpson Jamaica Plain Co-housing Network
Boyce Slayman Roxbury Community College
Edna Smallwood Grant Manor Tenant's Association
Michelle Smith BMA Roundtable
Odessa Smith GHEHAG
Sherry Smith Warren Gardens Tenants Association
Barbara Spears
Joyce Stanley Dudley Square Main Streets
Leroy Stoddard Urban Edge
Andrea Swain Roxbury Boys & Girls Club
Robert Terrell Washington Street Corridor Coalition
Tunua Thrash Madison Park Community Dev. Corp.
Pat Toney
Askia M. Toure Black Arts Roundtable
Clayton Turnbull Dudley Merchants
Dwaign Arshad Tyndal DSNI
Crystal Tyson
Madeline Vega Nuestra Comunidad
Dianne Walters-Smith
Maja Weisi-Johnson BOTH CDC
Karen Wepsic Federation for Public Transportation
Barbara Williams GH Housing Advisory Group
Scotland Willis Boston Neighborhood Lifestyle, Inc.
George Wilson
Malcolm Wynn RLTAC
Younger Adams Street Branch Library
Valdis Zusmanis Carol R. Johnson & Assoc., Inc.

City of Boston

Muhammad Ali-Salaam Boston Redevelopment Authority Lynn Berkley Boston Redevelopment Authority Claudette Bailey Boston Parks and Recreation Department Elizabeth Boocock Cultural Affairs Jansi Chandler Boston Redevelopment Authority Curtis Davis Boston Redevelopment Authority Ralph DeNisco Boston Transportation Department Linda Dorcena-Forry Department of Neighborhood Development Shelia A. Dillon Department of Neighborhood Development Lorraine Fowlkes Councillor Chuck Turner's Office Martin Gamache Boston Redevelopment Authority Dick Garver Boston Redevelopment Authority Aldo Ghirin Boston Parks and Recreation Department Armindo Goncalves Boston Redevelopment Authority Vineet Gupta Boston Transportation Department Linda Mongelli Haar Boston Redevelopment Authority Sandra Henriquez Boston Housing Authority Geauanne Hill Boston Redevelopment Authority Arthur Jemison Boston Redevelopment Authority Kimberly Jones Boston Redevelopment Authority Meg Kiely Boston Redevelopment Authority 6 Kathy Kottaridis Boston Redevelopment Authority Ellen Lipsey Boston Landmarks Noah Luskin Boston Redevelopment Authority Commission Ron Marlow Boston Housing Authority Joanne Massaro Department of Neighborhood Development Hugues Monestime Boston Redevelopment Authority Reginald Nunnally Boston Empowerment Center Prataap Patrose Boston Redevelopment Authority Jessica Pineo Boston Redevelopment Authority Charlotte Golar Richie Department of Neighborhood

Development Ines Soto Boston Redevelopment Authority Martin Von Wyss Boston Redevelopment Authority Juanita Wade Office of Health and Human Services Victoria Williams Office of Civil Rights

Commonwealth of Massachusetts

Noah Berger MBTA Advisory Board
Peter Calcaterra MBTA Planning Department
David Carney MBTA
Brian Clark Central Transportation Planning Staff
Office of Representative Kevin Fitzgerald
Lorenzo Griswold Angie Jolie Office of Representative Liz Malia
Linn Torto, Executive Office of Administration & Finance
Mark Boyle, MBTA Real Estate
Michael Alogna, Executive Office of Administration & Finance
Martha McMahon, Division of Capital Asset Management

Elected Officials

Representative Kevin Fitzgerald
Representative Gloria Fox
Honorable Stephen Lynch
Representative Elizabeth Malia
Senator Brian A. Joyce
Representative Byron Rushing
Representative Jeffrey Sanchez
Representative Marie St. Fleur
Councillor Charles "Chuck" Turner
Senator Dianne Wilkerson

Universal™
office products

Report Binder
Stock No./Color

80571	Black
80572	Lt. Blue
80573	Dk. Blue
80578	Rust
80579	Exec. Red

MADE IN THE USA